**Human Resources Department**

**Organization & Employee Development Division**

**Facilitators:**

**Fabienne Niles, Division Manager**

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# CV360 PERFORMANCE REVIEW TRAINING

## PERFORMANCE YEAR (PY) 2022-23

# Training Objectives

Upon completion of the training, participants will:

✓ Gain an understanding of the performance process

✓ Manage and provide feedback more effectively

✓ Understand the importance of coaching performance

✓ Utilize CV360 to document performance feedback

# Performance Management

- Strategic and systematic process of improving employee performance

- Setting clear expectations

- Process to set objectives and provide feedback

- Supports the individual employees and teams to be successful

- Identifies employee's skills, knowledge, abilities, strengths and opportunities
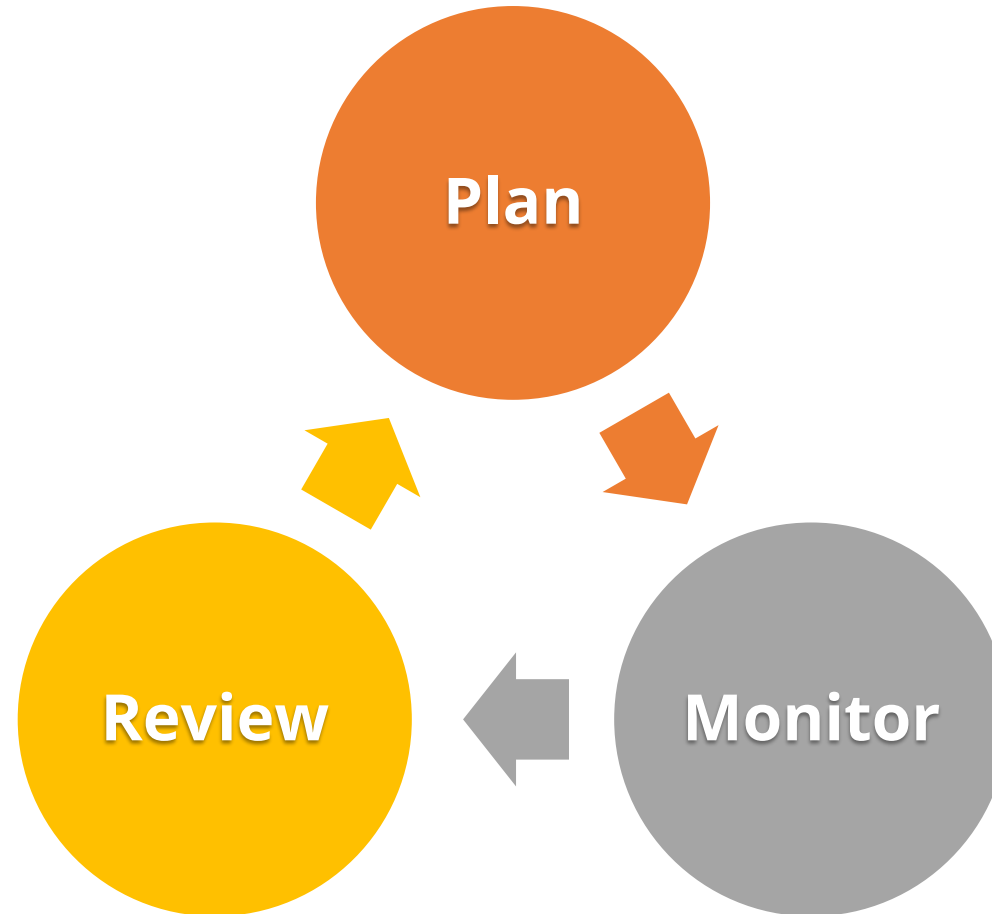
# Administrative Procedures

PERFORMANCE APPRAISAL CHAPTER 20, ARTICLE VII

- Designed as an objective and consistent system for evaluation and feedback on job-related criteria and specific work performance

- Links individual objectives with job standards and intended to give employees a clear understanding of expectations, training requirements, and required performance

- A management tool to assist with decisions concerning employment activities, salary advancement, disciplinary action, development needs, and to help the employee become more effective

- **Note:  This process is not a substitute for disciplinary action, and performance outcomes are not appealable.**

- **Supervisors should conduct a standard appraisal or provide a feedback evaluation for each employee, prior to the employee's anniversary date *(which may be a common anniversary date as established)***

# Performance Management Process Steps

**Plan**: Support the development of skills, knowledge, and competencies for individual employees and teams

**Monitor**: Track and monitor development to provide coaching and feedback

**Review**: Opportunity to evaluate each employee to measure performance against planned objectives

# Benefits of Performance Management

ENSURES JOB
CLARITY

BOOSTS
ENGAGEMENT

INCREASES
MOTIVATION

PROMOTES TEAM
DEVELOPMENT

IMPROVES OVERALL
WORKPLACE RESULTS

# Performance Review

- **Formal evaluation of a team member's general performance as well as their progress toward achieving individualized goals**

- **Highlights a team member's strengths and successes**

- **Identifies opportunities for growth, address performance issues, and talk about action steps**

- **Provides feedback and address any concerns**

# Preparing for Performance Reviews

CREATE A SCHEDULE
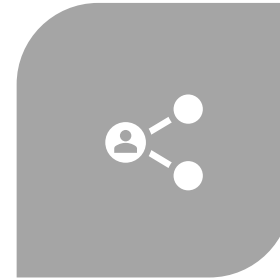
DO YOUR PREP WORK

NO SURPRISES

MEET ONE-ON-ONE AND GIVE FEEDBACK

# Feedback Meeting

SET EXPECTATIONS

ASK THE TEAM MEMBER TO PARTICIPATE IN THE SELF-EVALUATION PROCESS

ADDRESS OPPORTUNITIES FOR IMPROVEMENT

INVITE THE TEAM MEMBER TO RESPOND TO FEEDBACK

SUMMARIZE YOUR REVIEW AND DISCUSS ACTION PLANS

# Vision

To build a new consensus for a better DeKalb County

# Mission

To make the priorities of the citizens of DeKalb County the priorities of County government by:

- Achieving a safer DeKalb
- Building stronger neighborhoods
- Creating a fiscally accountable and more efficient County government
- Uniting the citizens of DeKalb County

# Values

- An inclusive approach involving the whole community

- A team approach to preventing problems

- Well-trained employees committed to excellence

- A responsive and responsible service delivery system

- Our cultural diversity

- Positive change, innovation and creativity

- Mutual trust and respect

# FY22 Organizational Goals (Budget Priorities)

**Public Safety**
Ensuring the safety of DeKalb County's residents is of paramount importance. DeKalb County plays an integral role in providing a safe community, which is essential to achieving many of our other goals. This responsibility spreads beyond traditional public safety departments to many other county operations that help enhance the safety of county residents. This task has become even more urgent as violent crime has spiked nationally and throughout the region during the pandemic and amid the economic uncertainty that has gripped the nation.

**Retention, Hiring, & Training**
Our success or failure as a county government largely rests on the talents and hard work of our employees. In the wake of COVID-19, employers across all sectors of the economy are facing labor shortages. It is imperative in this environment that we enhance our retention, hiring, and training efforts to ensure that the county maintains a workforce capable of sustaining our positive momentum.

# FY22 Organizational Goals (Budget Priorities)

**Community Health and Well-Being**
The pandemic has reinforced how physical, mental, and emotional health and well-being is fundamental to the quality of life for DeKalb County residents. Many county services related to public health, social services, recreation, and cultural enrichment play vital roles in enhancing the overall well-being of our residents.

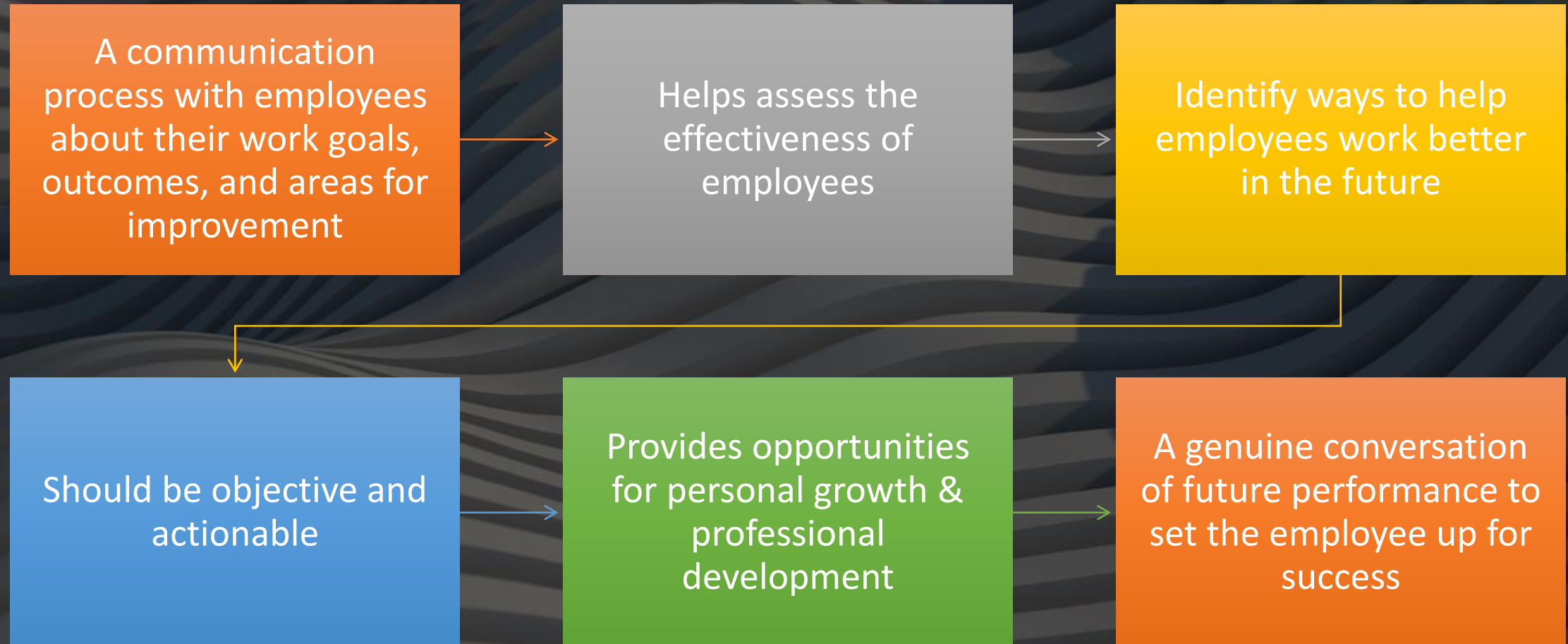**Beautification and Placemaking**
An aesthetically pleasing physical environment and a strong sense of place both promote public well-being and foster community among residents. The condition of the county's physical landscape has important implications for public perception, public health and safety, and economic development. The county is committed to maintaining and improving public rights-of-way and infrastructure, ensuring that private property meets local code, and enhancing the unique identity of DeKalb County.

**Sustain and Improve County Owned Assets**
It is imperative for the county to maintain and improve upon the infrastructure that we have built over many years through public investments. This includes new capital improvements as well as maintenance and repair of existing infrastructure.

# Performance Feedback

# Performance Feedback

A communication process with employees about their work goals, outcomes, and areas for improvement

Helps assess the effectiveness of employees

Identify ways to help employees work better in the future

Should be objective and actionable

Provides opportunities for personal growth & professional development

A genuine conversation of future performance to set the employee up for success

**Feedback**
Continuous Approach

✓ **Routine check-ins**

✓ **One-on-one meetings**

✓ **On-the-spot feedback**

*What are other effective ways used to provide feedback?*

# Performance Quotes

"When performance is measured, performance improves. When performance is measured and reported back, the rate of improvement accelerates."

Thomas S. Monson

# Feedback Methods

**Positive feedback**

**Constructive feedback**

**Real-time feedback**

- **LB/NT's**
  - What I liked best about your work on this project was…
  - If you had to redo the project, what would do differently…….
  - Next time I suggest…

**Start, stop, continue conversational technique**

Positive Feedback

Have a conversation, not a lecture

Link positive behavior to results *(when possible)*
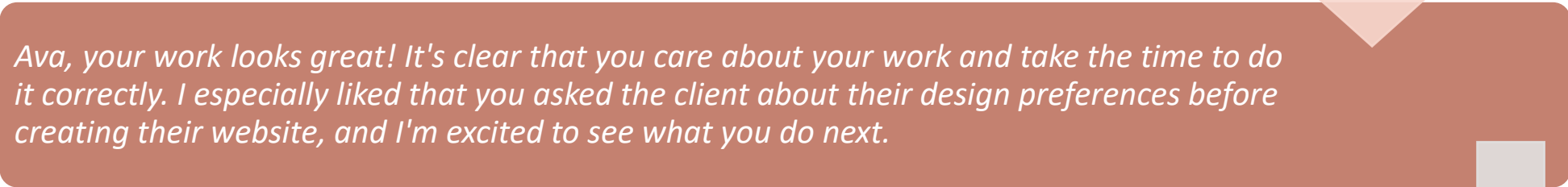
Make it collaborative

Give feedback that motivates
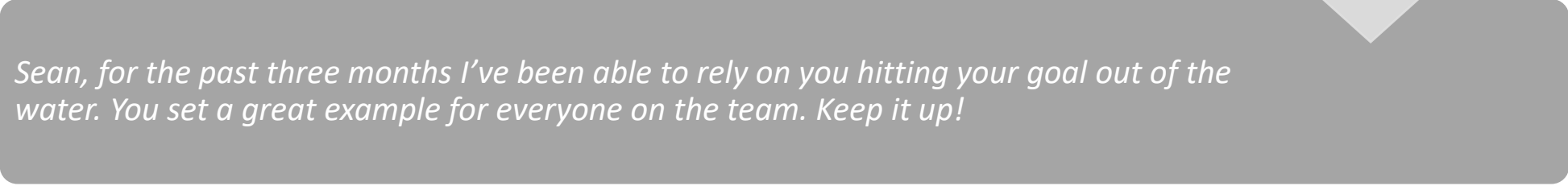
# Examples of Positive Feedback

*Nice job on the presentation! You backed your argument with facts and your analysis was both creative and accurate. The audience also responded positively to your presentation skills as you were engaging and communicated the information in a clear and interesting way.*

*Ava, your work looks great! It's clear that you care about your work and take the time to do it correctly. I especially liked that you asked the client about their design preferences before creating their website, and I'm excited to see what you do next.*

*Sean, for the past three months I've been able to rely on you hitting your goal out of the water. You set a great example for everyone on the team. Keep it up!*

# Managing High Performers

- Assign special projects
- Give them autonomy, when possible
- Keep work interesting
- Provide cross-training and prepare them for promotional opportunities
- Provide or identify development opportunities
- Recognize and reward performance
- Set clear and ambitious goals

# Constructive Feedback

Ideal praise-to-criticism ratio: 5:1

Constructive feedback builds, negative feedback takes down

Respect the employee when giving feedback

Use constructive feedback as tool to support growth

Give comments, suggestions and advice for future work

# Real-time Feedback

In the moment

Immediate

Reactive but in a helpful way

Instant

Improves real-time performance

# Start, Stop, Continue Technique

- Involves citing behaviors that the team member should start, stop, and continue doing

- Red and green light on behaviors

For example, you might ask a team member *to start answering the phone with a smile; stop overtalking the citizen and continue logging calls in the call log*
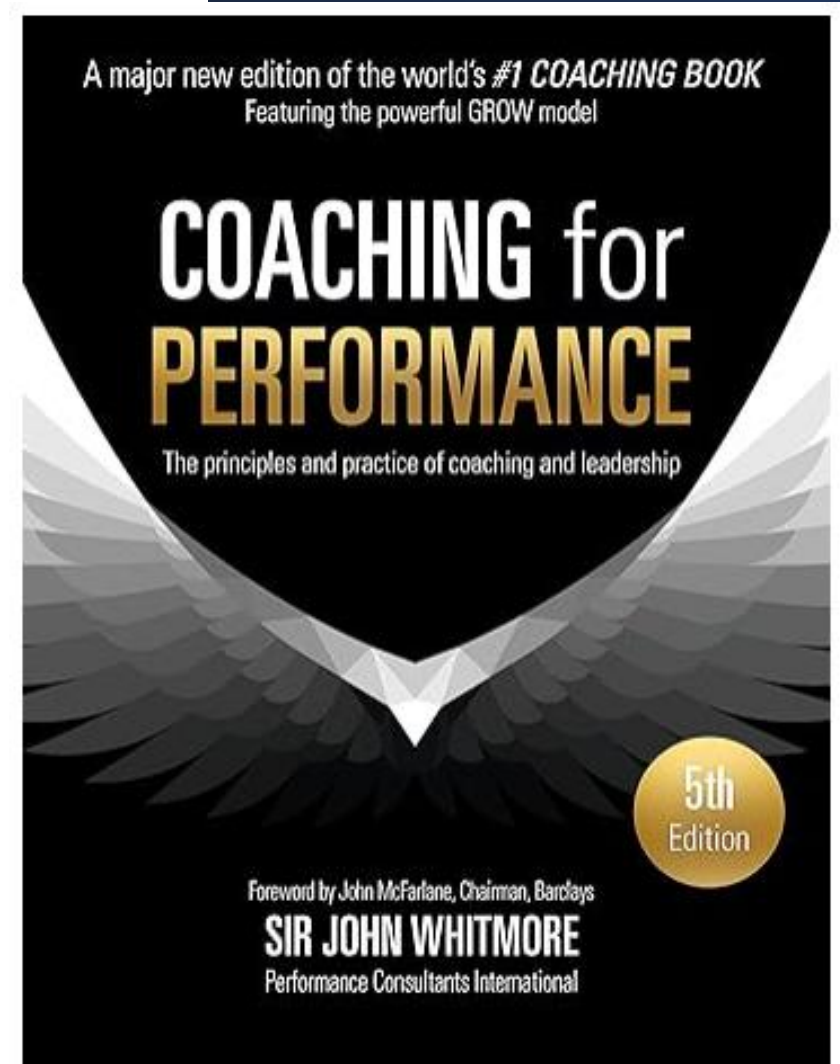
# Performance Coaching

# What is Performance Coaching?

"Coaching is unlocking people's potential to maximize their own performance. Coaching focuses on future possibilities".

John Whitmore

*Coaching for Performance: The Principles and Practice of Coaching and Leadership*

# Why Coach?

Raises the level of performance in the workplace

Maintains performance

Improves performance

Inspires works to exceed performance standards

Helps employees build new skills

# Tips for Better Performance Coaching

**1** Be specific

**2** Give examples

**3** Focus on behaviors—not traits

**4** Keep it simple

**5** Be inclusive

# GROW
# Coaching Model

- **G**oal *(aspirations)*

- **R**eality *(current obstacles or situations)*

- **O**ptions/obstacles *(strengths, resources)*

- **W**ay forward *(accountability)*

https://positivepsychology.com

# Create a Check-In Document



## Questionnaire For

Edit

Manager Questionnaire

Strengths – Review performance indicators where employee consistently exceeds expectations/demonstrate accountability

Opportunities – Indicate areas where employee may perform more successfully in assigned role

Accomplishments – Describe employee's major performance contributions, accomplishments, and achievements during the performance cycle

Developmental Goals – Identify specific training or activity for employee to complete to enhance performance

Career Goals – Provide guidance to assist employee in achieving professional and personal growth

Other Comments

Employee Questionnaire Response

# COACHING STRENGTHS

- You are good at…

- One of your talents are…

- You have a strong skill in…

- Your expertise is…

- What are your three biggest strengths?

- Words to use: *demonstrates, delivery exceeds, remains coachable, committed to, dependable, reliable, and open communication…*

# COACHING OPPORTUNITIES

- You have an opportunity to grow in this area

- Do you see the opportunity if you did this…

- What is one new skill you'd like to learn—or goal you'd like to pursue—in the upcoming year?

- Where have you fallen short in your career goals or job expectations?

- Words to use: *continue, embrace, utilize, self assess, integrate, allow time, and assist…*
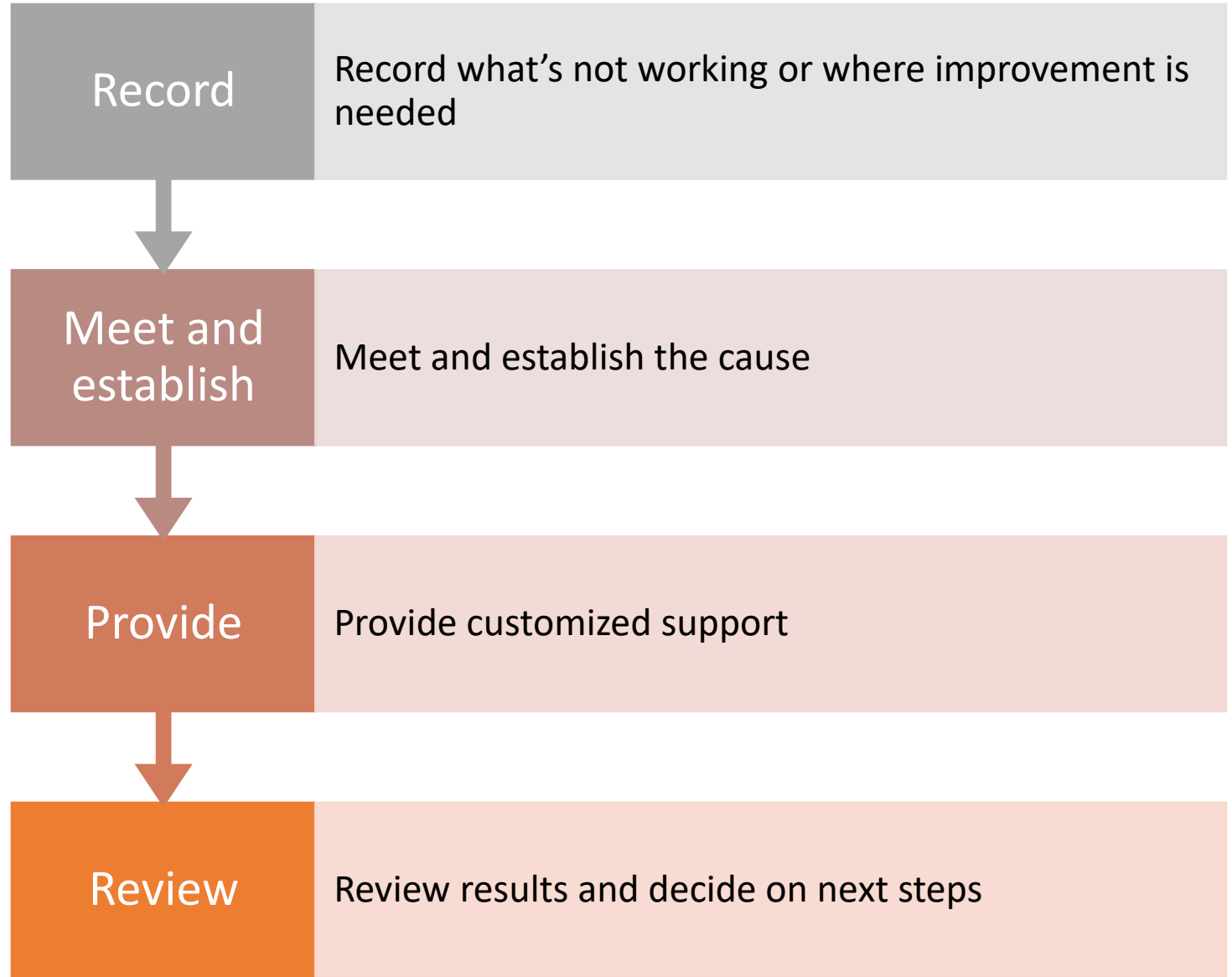
# COACHING ACCOMPLISHMENTS

- You have achieved…

- You are very good at goal setting

- You have exceeded the metric for this over and over

- The team recognizes that you do this well…

- What achievement are you most proud of this year?

- Words to use: *successfully delivered, enhanced responsibility, and completed…*

# COACHING DEVELOPMENTAL GOALS

- I suggest you develop…

- You can develop…

- For you to get to the next level you can develop this skill…

- You can get better in this area…

- What are the top three areas you could improve in?

- How can I better support you?

- Words to use: *continue to manage, try this technique or process, participate in, and attend…*

# How to Deal with Unsatisfactory Performance

## 4-Steps

**Record** — Record what's not working or where improvement is needed

**Meet and establish** — Meet and establish the cause

**Provide** — Provide customized support

**Review** — Review results and decide on next steps

| Unsatisfactory Performance (Requires coaching & training) | Misconduct (Requires disciplinary action) |
|---|---|
| • Employee can't do the job they were hired for<br>• Work falls below County's standards<br>• Lack of motivation<br>• Lack of ability (skill)<br>• Poor attitude | • Offensive language, rule-breaking, dishonesty, abusive actions, inappropriate and egregious behavior<br>• Requires a severe response, such as a verbal or written warning, and up to termination |

# UNSATISFACTORY PERFORMANCE VS. MISCONDUCT

# DEVELOPMENT PLAN

- Facilitate a conversation to clarify expectations

- Give a wake-up call

- Set goals and establish support

- Time sensitive

# CONTENTS OF A DEVELOPMENT PLAN

Current Performance

Expected Performance

Corrective Actions

Review Date and Notes

Deadline

Employee/Manager Commitments

# Performance Coaching

"Coaching is vital to unlocking each worker's natural strengths, creativity, and resourcefulness. The coach will provide unbiased and candid feedback to coachee and objective perspective the he/she can use to produce results."

Mahendra K Shukla
*Human Capital Management Expert*

# Talent Management Resources

**For additional information on the topics covered in this training use the following resources**

- CV360 Training Hub
- QRG (If applicable)

**Communications**

- Contact us at **HRTalent@dekalbcountyga.gov**

**DeKalb Points of Contact**

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DeKalb County
G E O R G I A

# Evaluation

**HR welcomes your feedback about today's learning experience.**

**Click link to submit your feedback or scan QR code with your phone.**

- **Email inbox**
- **Zoom/Teams chat box**
- **Name of training:**
  **CV360 Performance Review Training**

# Thank you!