Strategies for Success in Performance Management
City Clerks New Law & Elections Seminar | December 13, 2017

Presented By: Kristi Recchia, Labor Relations Director

Agenda

- Leadership
- Setting Expectations & Objectives
- Performance Evaluations
- Feedback & Difficult Conversations
- Discipline
- Coaching & Career Development
- Employee Recognition
Leadership

What Kind of Leader Are You?

Think Different.
But not different from me.

© Randy Glasbergen / gladbergen.com
<table>
<thead>
<tr>
<th>Core Competencies of Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Character</td>
</tr>
<tr>
<td>• Charisma</td>
</tr>
<tr>
<td>• Commitment</td>
</tr>
<tr>
<td>• Communication</td>
</tr>
<tr>
<td>• Competence</td>
</tr>
<tr>
<td>• Courage</td>
</tr>
<tr>
<td>• Discernment</td>
</tr>
<tr>
<td>• Focus</td>
</tr>
<tr>
<td>• Generosity</td>
</tr>
<tr>
<td>• Initiative</td>
</tr>
<tr>
<td>• Listening</td>
</tr>
<tr>
<td>• Passion</td>
</tr>
<tr>
<td>• Positive Attitude</td>
</tr>
<tr>
<td>• Problem Solving</td>
</tr>
<tr>
<td>• Relationships</td>
</tr>
<tr>
<td>• Responsibility</td>
</tr>
<tr>
<td>• Self-Discipline</td>
</tr>
<tr>
<td>• Vision</td>
</tr>
</tbody>
</table>
How Can It Help?

• Performance management can help supervisors to:
  – Inspire employee performance based on the objectives of the department and the goals of the agency;
  – Engage in regular review of essential tasks, skills needed and working conditions;
  – Assess and gain control over conditions that affect productivity;
  – Develop employee skills, encourage career development;
  – Identify ongoing performance problems;
  – Address new problems as they emerge; and
  – Create a record if needed to support future discipline in the event an employee fails to improve.

Avoid Avoidance!

“If you wait long enough, difficult people either quit, retire or die. That’s my management style.”
The RIGHT People!

“If you have the right people on the bus, they will do everything within their power to build a great company, not because of what they will ‘get’ for it, but because they simply cannot imagine settling for anything less.”

Jim Collins, Good to Great (2001)

Elements of Performance Management

• Establish standards.
• Communicate expectations.
• Observe, discuss and document.
• Prepare intermittent and formal evaluation.
• Address poor performance.
• Recognize exemplary performance.
Performance Expectations

- Are they in writing?
- Are they clear and complete?
- Do you review them in-person and discuss in detail what the expectation “looks like” to you?
- Can you give specific examples of exceeding, meeting, and failing to meet the expectation?
- Are you consistent as a supervisor/manager?
- Do you practice fast feedback by regularly identifying behavior that meets the expectation and quickly identifying behavior that doesn’t?

Communication & Expectations – Don’t Miss the Mark!

MY BOSS TOLD ME, “DRESS FOR THE JOB YOU WANT, NOT THE JOB YOU HAVE.”

NOW I’M SITTING IN A DISCIPLINARY MEETING DRESSED AS WONDER WOMAN.
Examples of Job Standards/Expectations

- How to perform the work (customer service, initiative, interpersonal skills, etc.)
- Quantity of work.
- Deadlines to meet.
- Required procedures.
- Level of accuracy or quality.
- Supervisory or leadership skills (when applicable).

Develop Work Plans

- Work plans are individualized plans developed for employees.
- Can be established for employees in the same classification performing the same functions.
- Identify assignment areas, tasks to complete, timeframes/deadlines.
- Ensure collective understanding of what needs to be accomplished, how, and when.
**Work Plan – Department Representative Budget Assignment**

- **Budget**
  - Serve as Department Budget Analyst.
  - Participate in finance budget training (January).
  - Review department performance measures – suggest additions especially in each division; collect and verify data to report on FY outcomes for performance measures. (Due by February 15th)
  - Oversee expense monitoring by preparing a quarterly expense report (by division) to monitor fiscal year expenditures.
  - Coordinate budget preparation process for the department – develop budget, line item details, add packages, narrative, additional position authorizations, etc.

---

**Importance of Performance Management & Evaluations**

- Should be utilized to give/receive **honest**, relevant, and meaningful feedback on job performance. Well written evaluations should:
  - Recognize good performance;
  - Document work performed; and
  - Identify specific performance deficiencies.

- Performance Evaluations also:
  - Support disciplinary actions;
  - Help defend grievances; and
  - Help defend other legal claims.
Importance of Written Documentation

- Important evidence in legal proceedings.
  - The agency’s official record of the employee’s work performance.
  - Presumption that performance is good unless problem areas are identified in evaluations.

Not a Once A Year Task!

- Method for periodic review of whether the employee:
  - Adequately performs essential job functions.
  - Has necessary job skills.
  - Progressing in professional development.
  - Needs additional training to perform existing duties or before taking on new duties.
  - Meets quality and productivity trends.
  - Meets objectives and goals of department.
Best Practices for Effective Communication and Documentation

- Give verbal AND written feedback.
- Contemporaneous documentation.
- Make sure documents intended for a personnel file get there.
- Document excellent as well as poor performance.
- Follow up!

Common Pitfalls of Evaluations

- Not providing feedback covering the entire rating period.
- Including inappropriate information.
- The Halo Effect – All the Good Stuff!
- Allowing one incident to cloud the entire rating period.
- Personal bias/emotion vs. objective assessment.
- Failing to adequately complete/prepare for the evaluation.
- Not providing adequate time to review/discuss with the employee.
Delivering Feedback

• Manage your own feelings.
• Being in the right frame of mind.
• Examine your intentions.
• Care enough to be honest.
• Identify specific, action focused next steps.
• Follow-up within a short period of time.
What is Discipline Designed to Do?

Discipline

- Discipline of “for cause” public servants is the subject of its own training course.
- In short, do not proceed with discipline without consulting with your legal representative.
- For cause public servants are entitled to due process.
- Discipline may be for misbehavior violations of policy, or bad job performance.
Coaching & Career Development

Coaching in Business

• Improving performance at work by turning things people do into learning situations in a planned way, under guidance.
  – Helping someone perform a skill or solve a problem better than they would otherwise have been able to.
  – Bringing about improvements in the workplace, especially when a change in performance is needed.
A Coach’s Role

• Concentrates on improving performance.
• Is committed to “the players.”
• Talks of “we” and “us”, not “you” and “them.”
• Imposes no limits to the performance of individuals and teams.
• Acts as a role model for others to follow.
• Patiently works with individuals on the details of their performance.
• Stands back and lets others take the credit.
• Continuously learns from situations and people.

What Does Coaching Look Like?

• A coach helps people perform better than they are currently doing, and develops their skills and confidence over a period of time.
• Results rarely happen overnight.
• Coaching is the key to creating a more open organization, one that values people – their skills, ideas and contributions – and genuinely seeks to empower individuals.
Why are coaches necessary?

- Pace of change requires supervisors to let go of control and pass out instructions to accomplish results.
- People want more from their work, a more rewarding and fulfilling experience.
- To create more time, you will have to invest more time in people to leverage productivity.

The Challenges of Coaching

- An environment where people are told what to do, given little freedom of choice and punished for mistakes.
- In an atmosphere that relies on fear.
- When the relationship between the coach and the other person is not good by itself, having one person as the coach won’t make a poor relationship better.
- If people don’t believe in it.
The Challenges of Coaching

• When people are forced to learn; coaching is a two way process.
• If you have too many people to supervise or manage, you won’t be able to invest the time.
• Where people are working on different agendas, goals or disagree about what has to be achieved.

Success = Smart Succession Planning

1. The board is getting on me for not having a succession plan.
2. Find me a loser who is so incompetent that the board won’t want to fire me.
3. It’s an honor to even be considered!

I was going to say that!
Have You Bought into the Concept of Succession Planning?

• When you leave your organization will it be better than when you got there or will it fall apart?
• Do you think of succession planning as some HR or management fad?
• Have you seen it work?
• Will there be enough interested, capable, and enthusiastic people wanting to work in the public sector in the next 15-20 years?
• Are you able to sustain greatness if you don’t have a plan to ensure it sustains itself?

Planning for Succession Planning

• Start with understanding the requirements of what is needed - not who you want.
• Succession planning must start from the top down.
• Make talent development a strategic focus.
• Create a straightforward plan and/or policy that is communicated clearly and consistently.
Meaningful Mentor Moments

Succession Planning Techniques

- Provide more than one way up in an organization.
- Reward supervisors for developing talent.
- Develop skills and competencies.
- Delegate to develop experience.
- Understand that senior management isn’t the only destination.
- Train supervisors to be coaches and provide them with the right tools.
- Allow employees to move horizontally as well as vertically in the organization.
- Make transparency a priority.
“The true genius of a great manager is his/her ability to individualize. A great manager is one who realizes how to trip each person’s trigger.”

- Marcus Buckingham
Meaningful Motivation

Employee Recognition

- Recognition is different than reward.
- Recognition
  - Appreciates the value a person brings.
  - Acknowledges effort, skill, and/or accomplishments.
  - Is a communication tool that reinforces the most important outcomes.
  - Is effective when its random vs. on a set schedule.
Questions?
Thank you for attending.

Thank You!

Kristi Recchia
Labor Relations Director | Los Angeles Office
310.981.2000 | krecchia@lcwlegal.com
www.lcwlegal.com/our-people-kristi-recchia