

MANAGING PERFORMANCE

The Managing Performance Phase of the performance management cycle consists of:

- I. the mid-year progress discussion;
- II. documentation of performance and plan modifications; and
- III. feedback.

I. Mid-year progress discussion

A formal meeting between a supervisor and employee to discuss the employee's performance and development.

SUPERVISOR'S ROLE	EMPLOYEE'S ROLE
Provide feedback to the employee and identify performance deficiencies that need to be addressed prior to the end of the review period.	Provide the supervisor with information on her/his accomplishments, obstacles that may be preventing her/him from meeting performance expectations, and ask for feedback on her/his performance.

How to Prepare for and Conduct a Mid-year Progress Discussion

SUPERVISOR

- Step 1: Gather your observations, notes, documentation, and any other materials in regards to the employee's performance.
- Step 2: Compare actual performance to the performance expectations.
- Step 3: Meet with your employee, be sure to state the purpose of the meeting in clear and direct terms.
- Step 4: During the meeting use appropriate examples of behavior to ensure the employee understands what you are trying to communicate to her/him.
- Step 5: After the meeting write a summary of the discussion in ePerformance.



The Mid-year Progress Discussion is a dialogue between the supervisor and the employee. Ratings should not be assigned to the performance expectations during the Mid-year Progress Discussion.

EMPLOYEE

- Step 1: Gather information on your accomplishments and any obstacles preventing you from meeting performance expectations.
- Step 2: Compare actual performance to the performance expectations.
- Step 3: Meet with your supervisor to discuss your performance. Be sure to ask your supervisor for performance-related feedback.

II. Documentation

The purpose of documentation is to keep a running log of employee performance. It is the responsibility of both the supervisor and employee to collect and maintain information on the employee's performance throughout the performance management period.

Documentation may include:

- ✓ Concrete and tangible work examples.
- ✓ Documentation on meetings regarding employee performance.
- ✓ Copies of compliments or complaints from customers.
- ✓ Copies of disciplinary actions or related materials.
- ✓ Data on the results of the employee's performance in the form of statistics or performance measures.

INSTANCES IN WHICH DOCUMENTATION IS HIGHLY RECOMMENDED

- A supervisor begins to observe a pattern of performance that results in the employee's inability to satisfactorily meet her/his performance expectations.
- An employee receives recognition for his/her performance from a customer (internal or external).
- An employee receives feedback on poor performance or performance that needs improvement.

III. Feedback

A process that promotes frank, two-way communication between employees and supervisors about the employee's performance. It is used to provide guidance on how to improve Performance, and recognize satisfactory and above satisfactory performance.

There are two types of feedback: Supportive and Developmental.

WHEN TO USE SUPPORTIVE AND DEVELOPMENTAL FEEDBACK

It is best to use <i>supportive</i> feedback when:	It is best to use <i>developmental</i> feedback when:
<ul style="list-style-type: none"> ● The employee is meeting or exceeding a performance expectation; ● The employee is putting forward his or her best effort; or ● The employee is trying hard, despite difficult circumstances. 	<ul style="list-style-type: none"> ● The employee is not meeting a performance expectation; ● The employee's efforts are inconsistent; or ● The employee does not problem solve well, in challenging situations.