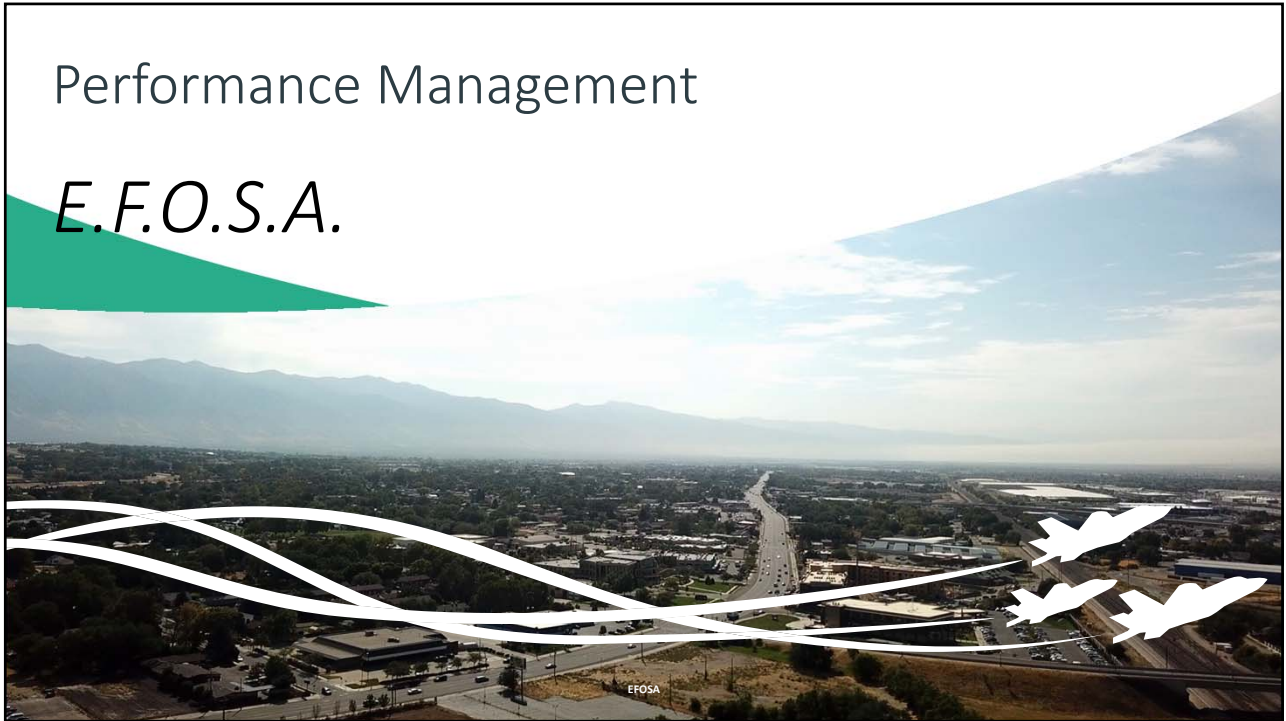


Performance Management

E.F.O.S.A.

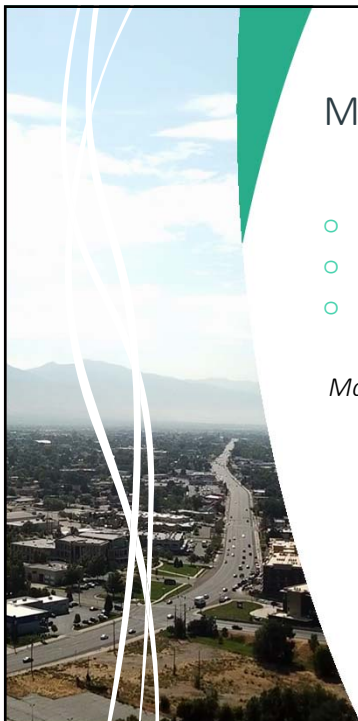


Manager Responsibilities

- *Execute business strategies and goals*
- *Improve organizational effectiveness and efficiency*
- *Do more with less...*

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

– Stephen Covey



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Performance Management System

A performance management system is a process by which a manager involves their employee, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of organization's mission and goals.



- Employee performance management includes:
- planning work and setting expectations,
- continually monitoring performance,
- developing the capacity to perform,
- periodically rating performance in a summary fashion, and
- rewarding good performance
- disciplining poor performance.

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Performance Review Process

A good performance review system will incorporate at least 3 phases of the performance management loop.

- Planning
- Assessment
- Review



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Progressive Discipline

- EFOSA-

- Developing
- Discipline
- Reward




A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better. -Jim Rohn

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What is E.F.O.S.A. is NOT...



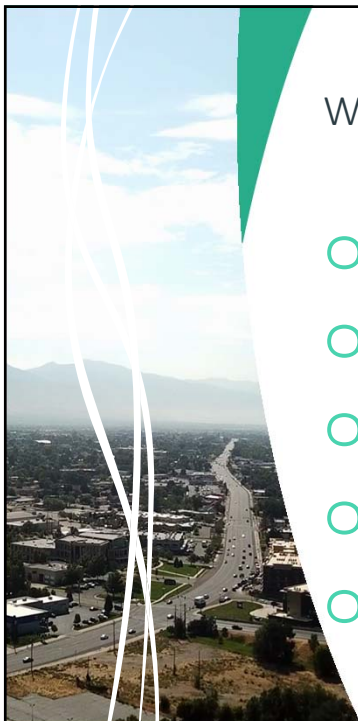
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What is E.F.O.S.A.?

- *EFOSA is a method for communicating with your employees*
- *EFOSA is a method of documenting performance*
- *EFOSA takes discipline*
- *EFOSA is an acronym for:*

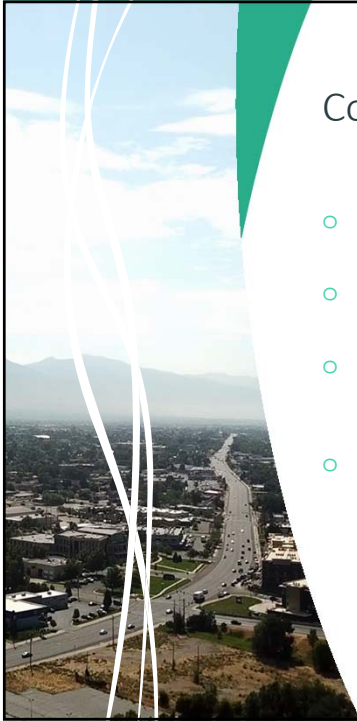
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What is E.F.O.S.A.?

- **E**xpectations
- **F**acts
- **O**bjectives
- **S**olutions
- **A**ctions

EFOSA



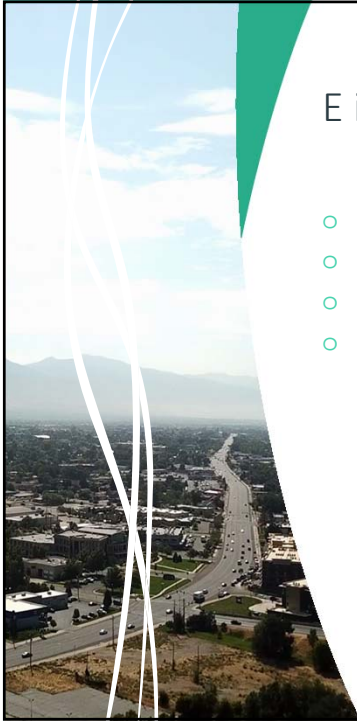
Communicating is...

- *Communicating is a skill.*
 - *It includes both talking and listening.*
- *Communication is an art.*
 - *It involves creating unique connection between you and your audience.*
- *Communication is a talent.*
 - *It requires an ability to adapt to a constantly changing environment to both deliver and receive a message.*
- *Communication is a minimum requirement for a workplace leader.*
 - *You cannot succeed as a lead worker, supervisor, manager or executive until you master the skill, art, and talent of communication.*

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EFOSA

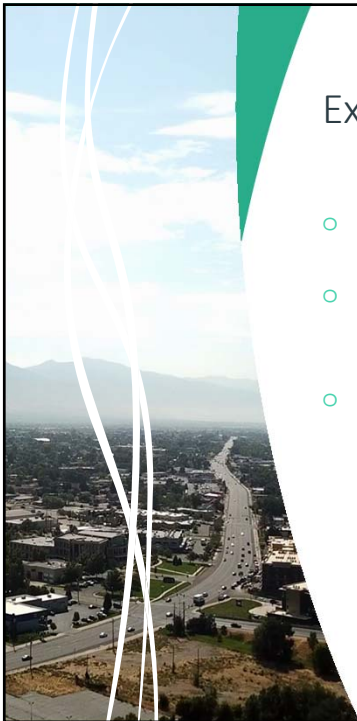


E is for Expectations

- *What does the organization need your employee to do?*
- *What do you want your employees to do?*
- *How do you want your employees to do it?*
- *What do you want your employees NOT to do?*

How do you communicate your expectations?

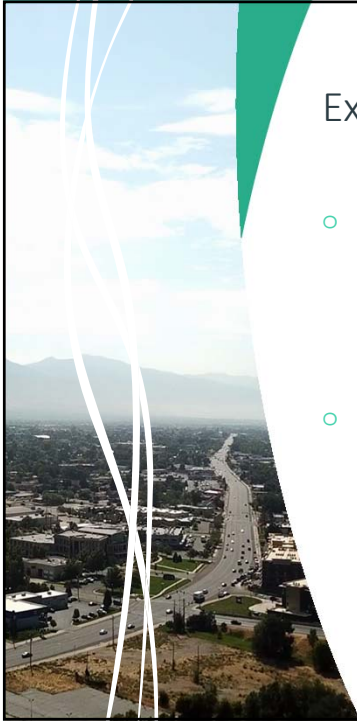
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Expectations as Work Rules

- *Managers should explain work rules*
 - *Expectations are not rules unless the rule and the consequence have been explained*
- *Rules should establish a standard for the employee group*
 - *"Mean what you say, and say what you mean"*
 - *A rule can be altered if it is not enforced consistently*
- *Rules must be communicated clearly*
 - *Preferable in writing...*

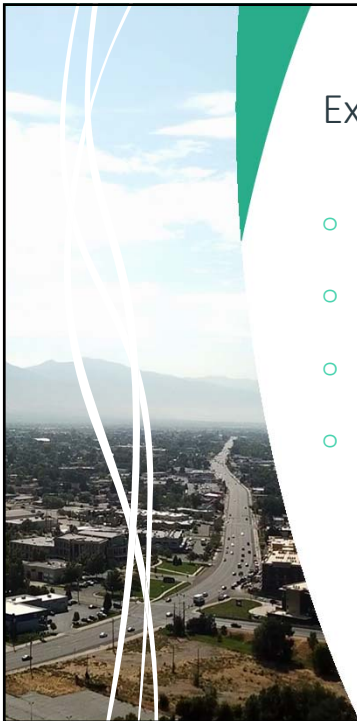
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Expectations as Work Rules

- *How do you communicate work rules?*
 - *Policy and Procedure Manual*
 - *Memos, emails, newsletters, etc.*
 - *Mandated documents (Federal posters, MSDS, etc.)*
 - *Signs*
 - *Verbal instructions (staff meetings)*
- *Rules need to be documented*
 - *If its not documented, it didn't happen!*

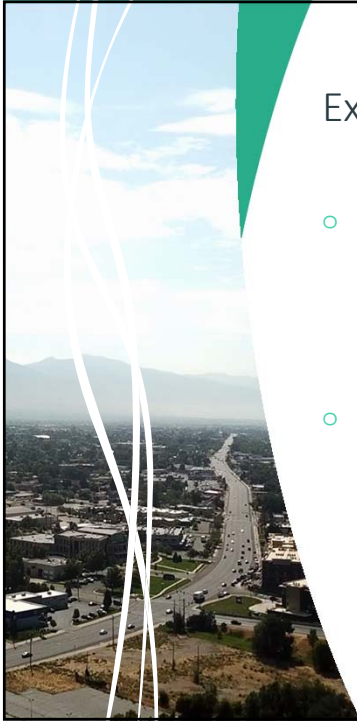
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Expectations as Performance Standards

- *Managers should define performance standards*
 - *There may be multiple standards for multiple job duties*
- *Managers should provide training to help meet performance expectation*
 - *Training can be formal or OTJ*
- *Performance standards should be measurable*
 - *Performance tends to be subjective, measurements add objectivity*
- *Performance standards must be communicated clearly*
 - *Preferable in writing...*

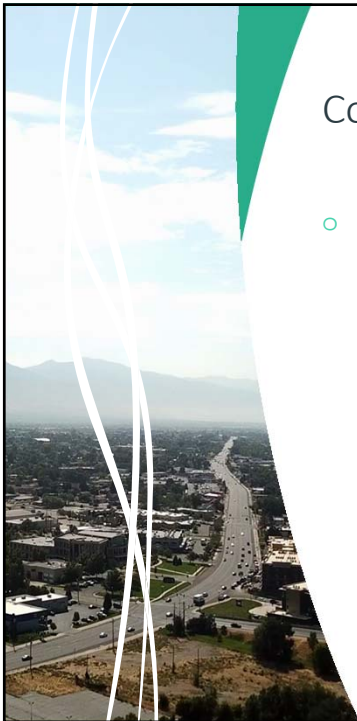
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Expectations as Performance Standards

- *How do you communicate performance standards?*
 - *Job descriptions*
 - *Training*
 - *Face to Face Meetings- staff, project, individual*
 - *Spontaneous conversation*
 - *Organizational directive (Core Values)*
- *Performance standards need to be documented*
 - *If its not documented, it didn't happen!*
 - *Performance evaluations can be great documentation*

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Confirm Understanding of Expectations

- *How do you confirm the employee understands the established expectations?*
 - *Written acknowledgment*
 - *Email response*
 - *The employee has performed the task or met the expectation previously*

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F is for Facts

- *A fact is an indisputable truth*
- *Facts can be verified*
- *Facts are different from emotions or opinions*
- *It takes practice to separate facts from perceptions*

“What car do I have in my hand?”

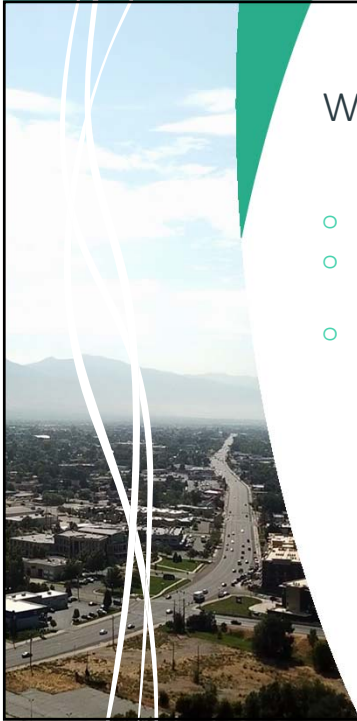
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Fact or Opinion

- *Walt Disney World is a family friendly theme park.*
- *Washington D.C. is the capitol of the United States.*
- *President Obama has done a terrible job at balancing the budget.*
- *Will Smith was in the movie Men in Black III.*
- *Joe Workerman is always late.*
- *Joe Workerman was 10 minutes late for work on March 3rd & March 10th*
- *Jane Doe’s work was unacceptable.*
- *Jane Doe averaged five payroll errors per week for the last 10 weeks.*
- *Every time you wash your car it ends up raining.*
- *Seether is a better band than Audioslave; but not by much!*
- *No one likes Joe Workerman; he bothers everyone.*
- *Three of Joe’s co-workers have asked to be reassigned and said they did so because they didn’t want to work with him.*

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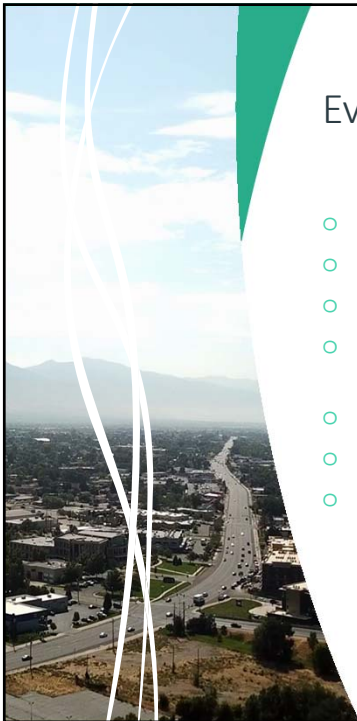


Why Facts vs Opinions

- *Factual statements are clearer, stronger and more effective*
- *Factual statements focus on the employees behavior, not the supervisors conclusion*
- *The goal is to present the facts in such a way that anyone would draw the same conclusion*

“How do you remember all the facts?”

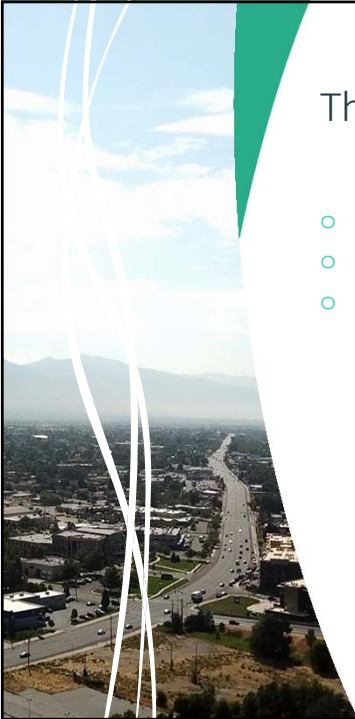
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Event Log

- *Chronological log of events*
- *Every event should represent a conversation*
- *Create something that is easy for you to use consistently – it saves time!*
- *Information should be just enough to refresh the memory; but not so much you'll put off doing it*
- *Use the EL to record positive events as well*
- *Can be a great tool for Performance Evaluations*
- *Give me 5 examples of log worthy events*

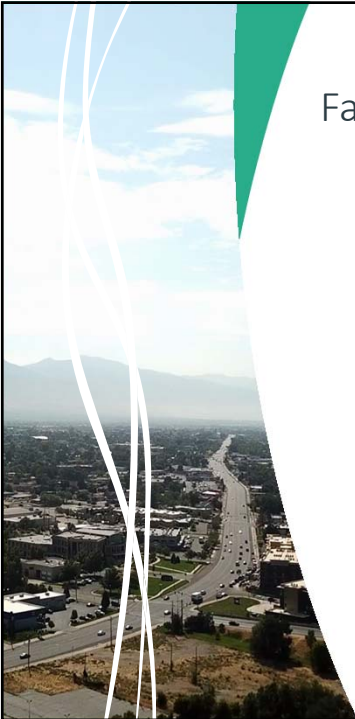
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Three Facts to Document

- *Employee Behavior / Performance*
- *Prior Supervisory Actions*
- *Employee Responses*

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Facts about Employee Behavior- 5/5


Who... I saw... I heard...

What... I touched...

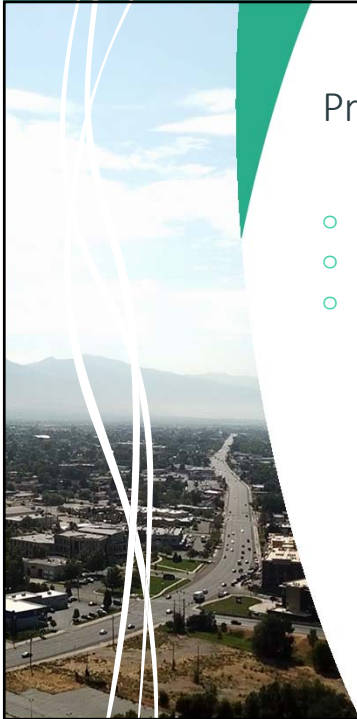
Where... I smelled...

When... I tasted...

How...



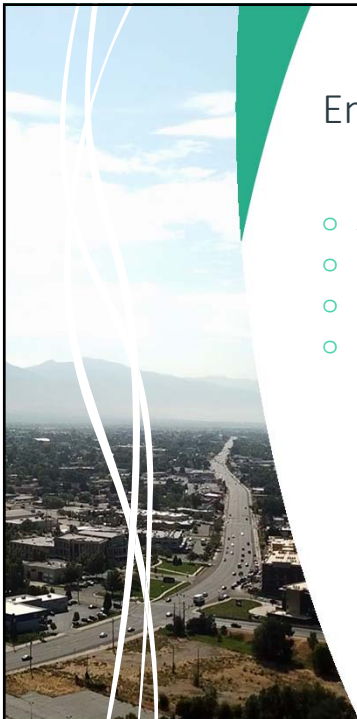
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Prior Supervisory Action

- *Prior actions are facts when they are documented*
- *Employee should not be surprised by the impending action*
- *3 types of action that should be documented*
 - *Coaching*
 - *Training*
 - *Prior Discipline*

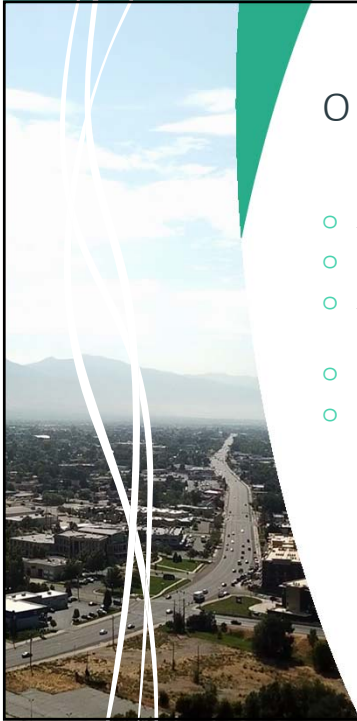
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Employee Responses

- *Ask the employee to respond the event*
- *Factually record the employee statement*
- *This documents what the employee is thinking and feeling about the situation.*
- *May provide an insight into the employee behavior that the supervisor has not thought of or addressed – Why did this happen?*

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O is for Objectives

- *An objective is an expectation that isn't being met yet*
- *Is this a performance issue or rule violation?*
- *An objective tells the employee what they need to do (or stop doing) to stop any further disciplinary action from occurring*
- *Be specific and thorough*
- *Performance evaluations conversations...*

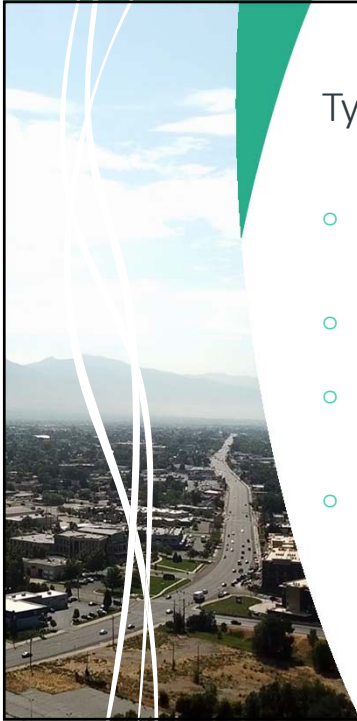
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S is for Solutions

- *A Solution is a suggestion or idea offered*
- *A Solution demonstrates that a supervisor is working as a coach*
- *Solutions do not need to be complex*
- *Solutions are permissive*
- *Mandatory solutions are objectives*

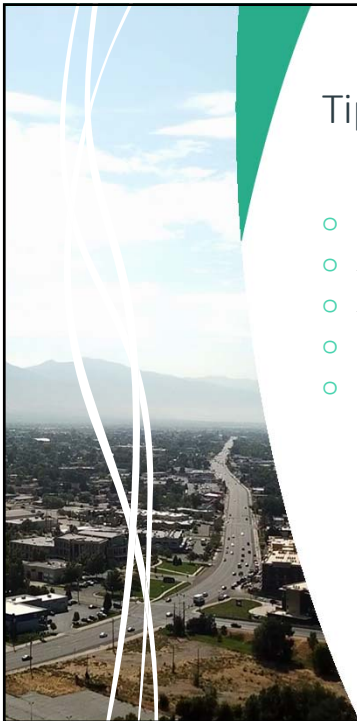
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Types of Solutions

- *Coaching*
 - *Come see me at the beginning of the work day and I will help you prioritize*
- *Training*
 - *You may want to attend CPR refresher course offered next month*
- *Resource Person*
 - *If you need help with an angry customer, you may ask Wendy to for advice on handling the situation*
- *Resource Material*
 - *Our intranet, Policy and Procedure Manual, etc.*

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Tips for Creating Solutions

- *It shouldn't be hard to create a solution*
- *Ask yourself, "What would I do to correct this problem?"*
- *Ask the employee for solutions*
- *Solutions should not create more work for you*
- *Hold employees accountable for not meeting objectives, not for disregarding solution*

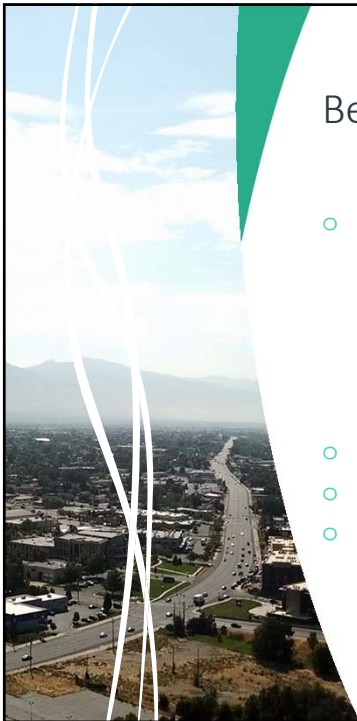
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A is for Actions

- *Make sure policy has been followed and all your “ducks are in a row” prior to taking disciplinary action.*
- *Document the actions you are taking now*
- *Document what actions may be taken in the future*
 - *What actions may occur if behavior doesn't change/results not achieved.*
 - *What actions may occur if behavior improves/results achieved*

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Before Determining the Action...

- *Why are you having this conversation?*
 - *Prevention*
 - *Clarification*
 - *Coaching*
 - *Counseling*
 - *Training*
 - *Assessment*
- *Is there a problem?*
- *What is the significance?*
- *What is our policy?*

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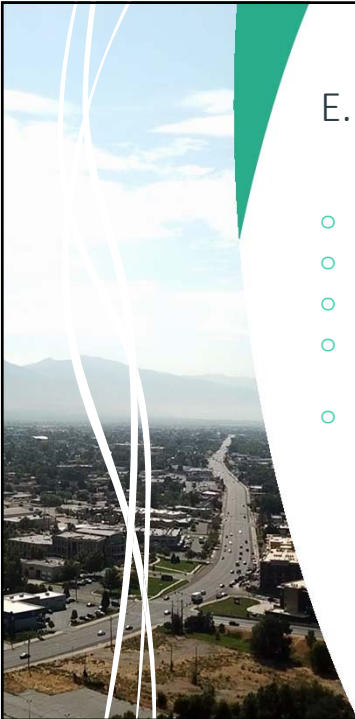


BEFORE the Disciplinary Procedure Policy

- *Step A- Actively Coach*
- *Step B- Back to Training*
- *Step C- Counsel*

- *Step 1- First warning, Verbal warning, SIR/SPO*
- *Step 2- Second warning, Written warning*
- *Step 3- Final Warning (and Pre-Disciplinary Hearing pending)*
- *Step 4- Termination (with Peer Committee Review)*

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E.F.O.S.A...On the Flip Side

- *Can be used to discuss and document good performance*
- *Provides specific and meaningful feedback*
- *Can be used to reward*
- *Is necessary to determine performance rating*
 - *Anything but a 3 will require notes*
- *Should be used to determine;*
 - *Nominations for Vision award,*
 - *"On the Spot" usage*
 - *Newsletter worthy accomplishments*

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