

Dealing with Performance and Conduct Issues for Federal Employees

Length: 1 Day

Summary: Learn how to hold productive performance discussions with your federal employees. By structuring discussions and appropriately focusing your feedback, become skilled at defining short and long-term expectations, explaining how progress is measured, and identifying current levels of accomplishment. Through real-world exercises, you practice communication and performance management skills designed to help you minimize the stress of providing feedback by anticipating employee reactions and building a common understanding of performance expectations.

Learning outcomes:

- Recognize the differences between performance and conduct
- Utilize proven communication approaches to reach a common understanding of expectations
- Monitor performance and provide ongoing feedback to avoid surprises
- Deliver effective performance- focused feedback
- Overcome reluctance toward conducting performance-based discussions
- Eliminate personal issues that get in the way of effective performance discussions
- Communicate and recognize successful performance
- Plan interim and annual performance review conversations

COURSE CONTENT

INTRODUCTION TO EMPLOYEE PERFORMANCE CONVERSATIONS

- Why Are Supervisors So Important?
- So Why Is It So Hard?
- Creating a Results-Oriented Performance Culture
 - The basis for performance decisions
 - The performance management process
- Conduct versus Performance
 - Dealing with conduct and performance issues

COMMUNICATING EXPECTATIONS TO EMPLOYEES

- Setting Performance Expectations
 - Documenting performance expectations
- Communicating Performance Expectations
 - Prepare for the meeting
 - Arrange the setting
 - Confirm your purpose
 - Present and explain performance expectations
 - Ask for feedback
 - Attending behavior
 - Skillful listening
 - Ensure employee understanding

PROVIDING EFFECTIVE PERFORMANCE-FOCUSED FEEDBACK

- Analyzing Effective and Problem Performance
 - Identify effective performance
 - Identify problem performance
- Providing Performance Feedback
 - Types of feedback
 - Presenting your performance analysis
 - Negotiating a Performance Agreement
- Follow Up with the Employee
 - Make follow-up immediate and informal
 - Ask employee to follow up
 - Reward employee effort
 - Expect setbacks
 - Use other resources to support your efforts

ADDRESSING EMPLOYEE DEVELOPMENT NEEDS

- Developing Employee and Organizational Performance
- Individual Development Plans

CONDUCTING PERFORMANCE REVIEWS

- Rating Employee Performance
- The Performance Rating Process
 - Review documentation
 - Observe performance
 - Document results
 - Assign ratings
 - Discuss performance

FOLLOWING UP WITH PERFORMANCE CONSEQUENCES

- Rewarding Excellent Performers
- Motivating Fully Successful Performers
 - Dealing with minor performance issues
- Taking Action on Poor Performers
 - Informal action on poor performance
 - Formal action on poor performance

HANDLING EMPLOYEE PROBLEMS

- Distinguish between performance and conduct problems
- Describe the steps for handling both conduct and performance problems, including use of the Employee Assistance Program
- Explain the value of counseling for minor conduct problems
- Maintain appropriate documentation of employee conduct and performance
- Examine the range of penalties and determine appropriate disciplinary actions for conduct problems
- Use performance improvement plans effectively to address performance problems
- Explain employee rights in both performance and conduct matters