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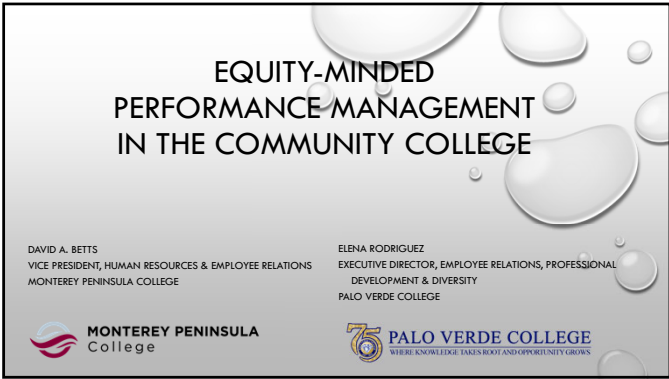
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How Did You End Up in Management?

- Faculty Experience
- Classified Experience
- Military
- "Civilian" (Outside of Education) Experience
- Other Managerial or Supervisory Experience
- No Supervisory Experience



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Elements of Performance Management

- Probationary Period
  - "An Extension of the Hiring Process"
- Training & Orienting New Staff/Coaching Existing Staff
- Identify Strengths and Maximize Effectiveness
- Evaluate Performance/Provide Feedback



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### Elements of Performance Management

- Be A Good Example: Your Personal Deportment
  - Deportment – The way you behave, especially the way you walk and move. The way you present yourself. Demeanor. Conduct. Behavior.
- Set People Up.....For Success in Their Roles



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### Objectives of Performance Management (More Than Just Filling Out a Form)

- Supporting Problem Resolution
- Supporting Employee Improvement
  - Identify issues early to give reasonable opportunity to improve
  - Coaching
- Express concern in a serious and professional manner
- Encouraging Good Performers

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### Objectives of Performance Management (More Than Just Filling Out a Form)

- Professional Development Support
- Treating Everyone Fairly and Respectfully
- Progressive Discipline. Having a record of efforts that justify additional levels of intervention and discipline, if necessary.
- Providing Feedback

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Setting The Tone

- Manager/Supervisors Set the Tone
  - Be Positive, Professional, Constructive
  - Offer Solutions and Reinforce Strengths
- Find Out the Evaluation History of Your Staff
  - When were they last evaluated?
  - Have they been evaluated regularly?
  - Don't assume people have an accurate understanding of their performance.
- **Strong or stable or consistent performers need to be reminded of the good work they are doing, too.**

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Approaches to Providing Feedback

Negative Mindset		Positive Mindset
Avoidance	↔	Early Warning
Procrastination	↔	Constructive Opportunity to Improve
Vague Communication and Mixed Messages	↔	Clear, Consistent Dialogue
Unwarranted Satisfactory Evaluation	↔	Honest, Objective Employee Assessment
At-Risk Working Relationships	↔	Credible Working Relationships

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Evaluation vs. Discipline

- Evaluation is a process to document and address performance
- Discipline is a process to document and address problematic behavior and/or misconduct.
- Don't use one for the other, but some conduct should be addressed in both areas.

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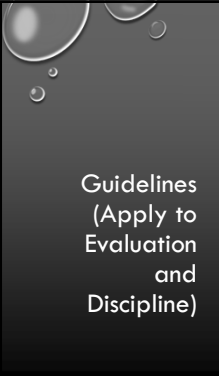
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Guidelines  
(Apply to  
Evaluation  
and  
Discipline)

- Use Specific Examples
  - To reinforce good performance
  - To address areas for improvement
  - Should be previously addressed
- Job Description Based
  - Duties
  - Areas of Special Focus
  - Qualities, Skills & Abilities

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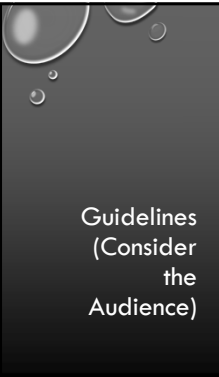
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Guidelines  
(Consider  
the  
Audience)

- Primary Audience is the Person Being Disciplined or Evaluated
- Your Work May Also Be Reviewed By
  - Your Supervisor
  - Your President/Superintendent/Chancellor
  - Your Trustees
  - Judge/Opposing Counsel In A Court of Law

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Timing

- Sometimes a Delicate Balance: Sometimes Not.
  - Be careful about pointing out every minute mistake. Conscientious employees will recognize them and self-correct.
  - "Nitpicking" is never good, but you have a responsibility to correct.
  - Big, consequential things need to be addressed immediately.
- Ongoing and repeated issues should not be overlooked or suppressed. Uncorrected performance can turn into habit.
- Don't let your own frustration build up such that you turn into a boiling kettle. You will regret it.

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Guidelines  
("The Stranger Test")

- "Your Statistics Lesson on November 12, 2023, was confusing to students."
- "Your Statistics lesson on November 12, 2023, was confusing to students because the whiteboard charts were incorrectly labeled and had calculation errors."
- "On March 17, 2023, you drove the District van to the warehouse at 12:30 p.m. and you picked up AV equipment, which you delivered to the Ivory Campus."
- "On March 17, 2023, you drove the District van to the warehouse at 12:30 p.m. without checking the delivery schedule. As a result, you picked up AV equipment, which you delivered to the Ivory Campus, instead of picking up books which you were scheduled to deliver to the Canyon View Campus."

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More Guidelines

- No surprises.
  - Counsel the employee throughout the evaluation period
  - Topics discussed are a review of what has already been discussed.
  - Mostly a review. "New" issues presented at the time of evaluation promote distrust and discord (which can spread).
- Avoid generalities, especially if they imply need for improvement.

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Even More Guidelines

- Take pictures and insert visual examples/evidence. A picture of below standard work makes a lasting impression.
- Specify the rule, policy, CBA provision, procedure, law, etc. that was not followed.
- Describe the Harm (if any) done, e.g. impacting students, the institution, colleagues, etc.
- Includes Probationary Employees!

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### Break It Down

- Your phone message on October 12, 2021, was confusing to the Director.
- Your phone message on October 12, 2021, was confusing to the Director, because the date, time and caller's last name were not included.
- Your syllabus plans submitted on April 15, 2022, were incomplete.
- Your syllabus plans submitted on April 15, 2022, were incomplete because they failed to include student learning objectives as required by the Faculty Handbook and the ACCJC.
- You were frequently late to staff meetings between September 15 and November 1, 2021.
- You were frequently late to staff meetings. Between September 15 and November 1, 2021, you were late to staff meetings on September 18 (10 minutes), September 29, (5 minutes), October 11 (15 minutes); and October 26 (10 minutes).

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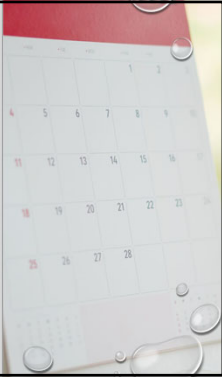
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### Break It Down (More)

- You failed to follow instructions.
  - On December 12, 2021, at 10:30 a.m. and again at 1:45 p.m., you were directed by your supervisor to repair the lock on the door at Room 25. You failed to follow this directive.
- Your work area is frequently left unclean.
- I observed that the custodial supply room in Building 7 on May 3, June 3 and 6, 2022, had used rags and open containers of solvent left on the work bench, as well as tools on the floor.
- You were intoxicated.
  - After returning from lunch at 12:45 p.m. on June 20, 2022, your speech was slurred; you staggered when you walked; you fell against the file cabinets two times; and there was a strong smell of alcohol on your breath.

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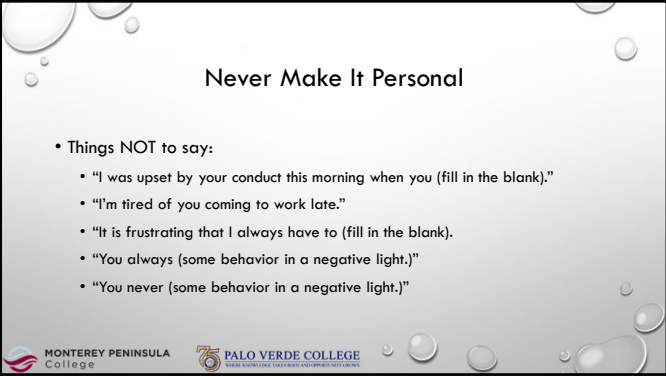
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### Never Make It Personal

- Things NOT to say:
  - "I was upset by your conduct this morning when you (fill in the blank)."
  - "I'm tired of you coming to work late."
  - "It is frustrating that I always have to (fill in the blank)."
  - "You always (some behavior in a negative light)."
  - "You never (some behavior in a negative light.)"

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### Consequences of NOT Managing Performance

Employee does not/may not KNOW they're performing poorly

Poor Morale


Bad Behavior is Reinforced


Poor Performers Stay

Good Performers Lose Motivation/Look for Other Opportunities

Students Aren't Served

College Goals/Mission Disrupted

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### Progressive Discipline

  
ORAL COUNSELING/COACHING

  
LETTER OF CONCERN/WARNING

  
LETTER OF REPRIMAND

  
REDUCTION IN PAY OR DEMOTION  
(RARE)

  
SUSPENSION

  
TERMINATION/DISCHARGE

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### ORAL COUNSELING/COACHING

  
**ADDRESS THE CONDUCT**  
Explain what happened. Get their side of the story.  
What rule/concept/protocol/procedure was violated?  
Discuss what was the effect of this action (colleagues/students/operations)?  
Explain what needs to be corrected/improved?  
Let them know what may happen (if behavior continues).

  
**FOLLOW-UP IN WRITING:**  
"Memories are short. Emails last forever."

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Letter of Concern/  
Warning

Goes in the supervisor's file

Does not go in the personnel file (at this time).

If behavior continues or is not corrected, may be attached to evaluation or a reprimand.

Formal way to get the employee's attention if previous efforts have been unsuccessful.

Employee may respond. Response attached to letter.

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Letter of Reprimand

Formal Discipline

Goes in the Personnel File

Employee may respond within a certain # of days. Response is attached.

Includes supporting evidence, including applicable Letter(s) of Concern.

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Reduction in Pay,  
Suspension & Dismissal

- Consult your collective bargaining agreements, policies, procedures, state law
- Skelly Rights – Right to a Hearing

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Common Problems in Discipline Cases

Little to no documentation.

Failure to give timely evaluations.

Vague evaluations/narratives that don't adequately describe deficiencies.

Failure to articulate specific expectations.

Lack of evidence of progressive intervention & follow through.

Misapplication of rules, collective bargaining agreements, personnel rules, etc.

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Performance Evaluation

Take time to draft specific comments for "Areas of Strength," "Areas of Improvement," and "Other Comments."

Do not feel constrained by the space on the paper. Attach additional sheets if needed.

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Performance Improvement Plan

1. Effective Timeline

2. Clear Command Verb

3. Clear Description of the Direction (~~Suggestion~~)

4. Consequences for Noncompliance

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Example Language

- When you return to work tomorrow, you are directed to begin responding to all help desk requests within 24 hours to acknowledge the request and complete the request in a timely manner. A timely manner generally means within 36 hours. If you are not able to respond within that time, let me know via email immediately. Failure to do so will result in...."
- "Effective immediately, you are directed to take lunch and breaks per the contract. Failure to do so will result in ...."

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More Example Language

- Effective immediately, you are directed to accept no more extra duties without first discussing them with your supervisor. The failure to meet the expectation outlined above will result in...."
- Effective immediately, you are directed to send me an email from your desk when you arrive for the next 30 day, concluding on \_\_\_\_\_. If you fail to comply with this directive, the requirement will be extended for a longer period of time which is to be determined."
- In order to improve your performance, you are directed to follow all verbal and written direction from your supervisor regarding appropriate performance standards of a Grounds worker I. Failure to meet the expectations outlined above or any repetition of the above incident(s) or other violations of district policies and procedures and standards may result in further corrective disciplinary action, up to and including termination.

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Other Principles To Take With You  
(Getting Along With Colleagues)

- Attack the problem, not the person.
- Ask, do not accuse – have a friendly conversation to find out what is wrong.
- Look for good in those who are most frustrating.
- Remember: People generally are doing their best.
- Speak to your coworker privately about their actions/your concerns.
- Don't take things personally.

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