

# Bureau of Indian Education Performance Management



Presenters:

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# Presenters

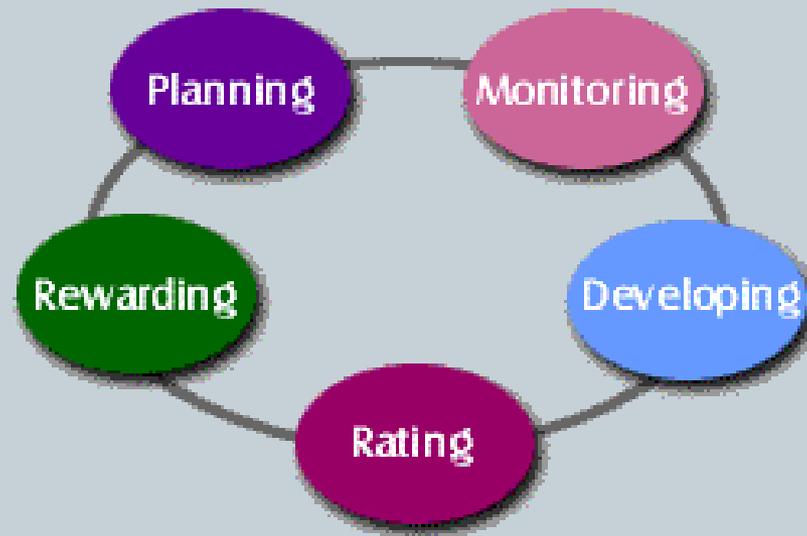


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# Performance



What is performance management?



# Performance



- Planning: Work and setting expectations
- Monitoring: Good & Bad performance on a continual basis
- Developing: Capacity to perform
- Rating: The performance
- Rewarding: Good performance

# Performance



- **New Forms**
  - Non-Supervisory DI 3100 (September 2009)
  - Supervisory DI 3100S (September 2009)
  - <http://www.bie.edu/hr>
- **GPRA Goals**
- **Critical Elements - What to do**
- **Standards - How to do it**

# Performance



## ● Important Timeframes

- Employee's receive annual performance management training prior to implementation of Employee Performance Appraisal Plans (EPAPs).
- EPAPs are to be developed and put in place with 60 days of the beginning of the appraisal period.
  - ✦ For Bargaining Unit Employees - Supervisors must meet privately with employees to discuss the developed EPAP and seek employee input.
- During the rating period, the employee and the rating official shall meet at least twice, in private, to discuss performance expectations and results.
- At least 1 mid-year review should be conducted throughout the appraisal period. For bargaining unit employees this must occur by January 31<sup>st</sup>.
- Within 30 days following completion of the appraisal period, the rating official shall review the performance of each employee.

# Performance



- **Effective Critical Elements**

- Observable
- Achievable
- Exceedable
- Measurable



# Performance



- Effective Critical Elements
  - Support the work unit
  - Job related
  - Communicate performance expectations
  - Are clearly stated and are understandable to all parties
  - Within the employee's control

# Performance



- Addressing Poor Performance

Step 1 - Communicate expectations and performance problems

Step 2 - Provide an opportunity to improve

Step 3 - What action to take?

A pink oval button with a drop shadow, containing the word "Monitoring" in white text.

Monitoring

# Performance



## Employee Recognition

- **The Good:** Employees who meet or exceed expectations, whether by an individual act or through sustained levels of performance
- **The Bad:** Employees who do not meet expectations
- **The Ugly:** Misconduct by employees

# Performance



- What's the difference between Poor Performance and Misconduct?
  - ✦ Performance = "I can't"
  - ✦ Misconduct = "I won't"

Does it fall within the Employee's Performance Appraisal?

# Communicating Good and Bad Performance



# Performance



- Step 1 - Communicating Expectations and Performance Problems
  - ✦ Are you sure the issue is primarily a performance problem (as opposed to misconduct?)
  - ✦ Have you communicated performance standards to the employee?
  - ✦ Are the standards clear, measurable and reasonable?

# Performance



- Step 1 - Communicating Expectations and Performance Problems
  - ✦ Have you asked the Human Resource staff to review the standards for any possible problems?
  - ✦ Have you told the employee what critical elements he or she is failing in?
  - ✦ Have you counseled the employee on how to improve to an acceptable level?

# Performance



- Step 1 - Communicating Expectations and Performance Problems (Informal Stage)
  - ✦ Why Counsel an employee?
    1. An opportunity to clarify expectations.
    2. An opportunity to discuss performance problems.
    3. It is required by the Collective Bargaining Agreement

# Performance



How can I effectively counsel an employee?

- Meet with the employee to discuss the performance problem
- Provide specific examples of poor performance
- Provide ways that performance can be improved

# Performance



## Effective Counseling Tips

- Make sure you can state clearly what would constitute acceptable performance
- Conduct the counseling session in a private place
- Allow adequate time for comments
- Clearly state performance expectations

# Performance



## Effective Counseling Tips

- Focus on the poor performance and how to improve it
- Maintain a constructive tone
- Seek cooperation, NOT confrontation
- Remember your goal
- End session on a positive note

# Performance



- Step 2 - Provide an opportunity to improve  
(Formal Stage)

Opportunity period:

Performance Improvement Plan (PIP)

- Inform employee in writing of the critical element(s) that he or she is failing in.
- What is needed to bring performance up to an acceptable level.
- What assistance will be provided.
- Consequences of failing to improve during PIP.

# Performance



## Special Considerations

- Medical (FMLA)

- Approved Leave

- Official Time



- Step 3 - Taking Action

## Deciding What Comes Next

- Improvement
- No Improvement

# Performance



- Step 3 - Taking Action
  - ✦ Termination during probationary period
  - ✦ Contract non-renewal
  - ✦ Removal
  - ✦ Downgrade

# Performance



- Rating Levels and Point Assessment
  - Exceptional 5 points
  - Superior 4 Points
  - Fully Successful 3 points
  - Minimally Successful 2 points
  - Unsatisfactory 0 points
- No bell curves



# Performance



- Narrative summaries must be written for each critical element assigned a rating of Exceptional, Minimally Successful, or Unsatisfactory.
  - Examples of employee's performance that substantiate and explain how the employee's performance falls within the levels assigned.
- All ratings of record of Exceptional, Minimally Successful, and Unsatisfactory must be approved by the reviewing official prior to discussion with the employee.

# Performance



## Errors in Evaluation

- The Halo Effect
- Excessive Leniency
- Excessive Strictness
- Central Tendency
- Personal Bias

# Performance



## Failure to Communicate

- Acting like a parent
- Comparing workers
- Getting off track
- Contradicting yourself
- Failure to listen to the employee
- Failure to adjust to employee differences
- Inadequate preparation and insufficient information

# Performance Management Responsibilities



- Supervisors and Managers are responsible for:
  - Determining critical results and performance indicators with employee input
  - Monitoring employee performance and communicating
  - Conducting progress reviews
  - Assist employee throughout the rating period in improving identified areas
  - Prepare rating of record and meet with employee
  - Recognize and reward good performance
  - Taking remedial action for employees who do not achieve critical results

# Performance Management Responsibilities



- Employees are responsible for:
  - Participating in determining critical results and performance indicators
  - Assurance of a clear understanding of what is expected
  - Managing their performance to achieve critical results
  - Whenever possible, seek performance feedback
  - Participate in their performance discussions
  - Take action to improve in the identified area(s)

# Performance



- Reconsideration

- Informal

- ✦ An employee must discuss their dissatisfaction with the rating official before requesting a formal reconsideration unless the employee requests in writing to move directly to the formal stage and this is allowed by the Bureau/Office reconsideration process.
- ✦ Informal discussion should occur within 7 calendar days of the employee's receipt of the Employee Performance Appraisal Form
- ✦ Decision of rating official decision must be communicated to the employee within 7 calendar days of the informal reconsideration discussion.

# Performance



- Reconsideration Continued
  - Formal
    - ✦ To request a formal reconsideration, the employee should send a written request to their servicing Human Resources Office within 7 calendar days of receipt of decision of the informal meeting.
  - Review by Human Resources
    - ✦ If it is not accepted, the request will be returned to the employee with an explanation of the reason(s) for non-acceptance.
    - ✦ If accepted, the request for reconsideration is referred within 14 calendar days of receipt to the reconsideration official, reconsideration committee, or other designee established by the Bureau/Office.
    - ✦ 20 days to issue decision.
    - ✦ Decision is final.

# Performance



## RECAP

- Communicate clear performance standards and expectations to employees.
- Provide regular and frequent feedback on performance.
- Provide an opportunity to improve
- Reward and recognize





Questions?