Lesson 5: Monitoring Performance
IT’S NOT ABOUT THE 365TH DAY
Upon completion of this lesson, you will be able to:

1. Identify key aspects of the Monitoring Phase.
2. Explain the value of monitoring performance continually.
3. Explain the process used to address performance issues.
4. Identify elements of a formal Performance Improvement Plan (PIP).
Performance management is an ongoing process consisting of:

- **Planning** work and setting expectations
- **Monitoring** performance continually
- **Evaluating** performance in a summary fashion
- **Recognizing and rewarding** good performance
Monitoring Performance

Monitoring

The ongoing assessment of performance compared to the stated expectations and ongoing feedback to employees on their progress toward reaching their goals

DODI Instruction 1400.25, Vol. 431

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Monitoring Performance

Monitoring Phase

- Two-Way Communication
- Emphasize Organizational Goals
- Frequent Performance Discussions
- Focus on Performance
- Timely Recognition and Rewards
- Early Detection of Performance Issues

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Supervisors

- Continuously communicate; provide encouragement, meaningful feedback, and recognize accomplishments
- Provide employees an opportunity to highlight their successes relative to the performance elements and standards
- Identify needed changes to performance elements as appropriate
- Review IDPs to identify development opportunities
- Identify employee’s skills and abilities, and look for opportunities to further develop them
- Document performance discussions
- Recognize and reward performance throughout the performance appraisal cycle
Monitoring Phase Roles and Responsibilities

**Employees**

- Ask questions
- Engage in self-development
- Keep supervisor informed on outcomes
- Provide input during performance discussions
- Identify changes to performance elements as appropriate
- Identify challenges impeding ability to be successful
- Work with supervisor to find solutions to barriers to success
- Keep a record of their accomplishments so that they are able to discuss them throughout the cycle

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Effective Communication

Effective communication includes two-way, ongoing, and meaningful feedback that contributes to the overall success of the employee and the organization.

- Individual performance expectations are linked to organizational goals
- Each employee is responsible for individual success
- Employees and supervisors openly discuss individual performance goals and expectations
What are the elements of effective communication between supervisors and employees?

- Continuous, meaningful feedback on employees’ strengths and areas for improvement
- Guidance on employees’ projects and responsibilities
- Active listening
- Expanded perspective for supervisor
Upward Feedback

Upward feedback from employee to supervisor can benefit both supervisors and employees in an effective performance management program.

- Strengthens working relationships between supervisors and employees
- Improves two-way communication
- Increases morale and job satisfaction
- Enhances organizational goal achievement
- Identifies and helps to remove barriers
- Encourages proactive engagement
- Allows for jointly consideration of the bigger picture
What are the benefits of having continuous performance discussions?
Exercise: Informal Feedback Session Gone Wrong Video

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Exercise: Informal Feedback Session Gone Right Video

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Barriers to Performance Success

Internal

- Motivation, perception, competence, work-life imbalance . . .

External

- Resources, training and development, unclear standards, lack of meaningful feedback . . .

Systemic

- Disparate treatment, lack of supervisor accountability, inconsistent recognition and award system . . .
Small Group Exercise: Overcoming Barriers

- Break into small groups
- List three barriers employees may face in achieving a fully successful or above rating
- For each barrier identified, suggest a mitigating action.
- Be prepared to share your work with the rest of the class
Revise the Performance Plan in the Monitoring Phase

Revise when:

- Organizational goal or mission changes
- Assignment(s), position, or duties change
- Outside influences beyond an employee’s control make the original performance standards unachievable
- Assumptions about what can be reasonably achieved during the performance appraisal cycle changed

NOTE: Minimum 90 day employee monitoring period for new/changed elements per DOD 1400.25 Vol 431, 3.2.d
Avoiding Year-End Surprises

- Continuous performance discussions help ensure clear understanding of outcomes at the final performance appraisal discussion.

- The overall goal is mutual understanding between employee and supervisor helps eliminate surprises at the final performance appraisal discussion.
Employee input is strongly encouraged to ensure supervisors have a full range of information when evaluating employee accomplishments.

Employee input should:
- Identify accomplishments in a clear, concise manner
- Describe how accomplishments relate to the performance elements and standards
- Demonstrate how accomplishments contributed to organizational goals
Sample discussion questions can be found in the following documents:

- Sample Performance Discussion Questions for Managers to Ask Employees
- Sample Performance Discussion Questions for Employees to Ask Managers

Find a partner

Complete role-playing scenarios for each section of the sample discussion
Addressing Issues: Informal Feedback

- First step in addressing performance issues
- Informal feedback may take several forms
- Steps for effective informal feedback are:
  - State what has been observed using facts, not emotions
  - Describe how the performance fails to meet standards
  - Wait for a response (let them talk)
  - Ask for a solution; give suggestions if needed
  - Agree on a solution together
  - Set a follow-up date and time

Make sure you document everything!
✓ 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 and reasonable?
✓ Have you asked the human resources staff to review the standards for any possible problems?
✓ Have you given the employee specific examples of when their work did not meet the standards?
Early Intervention Is Key

➢ Feedback and assistance should be provided to employees early on, whenever there is a need for improvement or when there is a decline in performance

➢ What actions should be taken?
Steps to Addressing Performance Issues

1. Clearly identify unacceptable performance

2. Offer assistance

3. Provide an opportunity to improve

Performance Management is a COLLABORATION between Supervisors and Employees
## Steps to follow for Addressing Performance Issues

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provide scheduled performance discussions;</td>
</tr>
<tr>
<td>2</td>
<td>Identify and document performance deficiencies;</td>
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<tr>
<td>3</td>
<td>Counsel employee on performance deficiencies;</td>
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<td>4</td>
<td>Provide time for improvement</td>
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<tr>
<td>5</td>
<td>*If still unacceptable, consider a PIP</td>
</tr>
<tr>
<td>6</td>
<td>If still unacceptable, personnel action may result</td>
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</tbody>
</table>

*NOTE: refer to Collective Bargaining Agreements, and contact HR before taking this step*
How Employees Can Improve Performance?

✓ Ask clarifying questions
✓ Ask for specific examples of “Fully Successful” performance
✓ Request additional job-related training or assistance
✓ Adhere to responsibilities outlined in the PIP document; actively seek assistance when needed

Performance Management is a COLLABORATION between Supervisors and Employees
Communication and Clarification

Communicate

Clarify

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Formal Feedback: 8 Tips for Effective Counseling Sessions

1. Clearly communicate what acceptable performance looks like
2. Conduct the counseling session in an appropriate setting
3. Plan for enough time and document the session
4. Make sure the employee understands performance expectations
5. Focus on the performance issues
6. Leave emotions out of the conversation
7. Seek cooperation, NOT confrontation
8. The mutual goal is to improve the employee's performance

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The Performance Improvement Plan (PIP) must include, in writing:

- Element(s) in which performance is “Unacceptable” and a description of the unacceptable performance
- A description of what acceptable performance looks like
- The time allowed for the opportunity to improve
- A statement of the possible consequences of failure to improve during the opportunity period
- The assistance the Agency is offering the employee to improve unacceptable performance

If the employee fails to demonstrate performance at the “Fully Successful” level despite the PIP, the employee may be reduced in grade or removed from Federal service.

CALL EMPLOYEE RELATIONS FOR GUIDANCE PRIOR TO INITIATING A PIP
Exercise: Improving Performance Scenario

- Break into small groups
- Review the case study and discuss with your group appropriate methods for immediately addressing performance that deviates from an acceptable level
- Be prepared to share your work with the rest of the class
Exercise: Improving Performance Scenario

➤ Scenario:

- An employee is turning in work late on a regular basis
- The employee has been on the performance plan for more than 90 days
Taking immediate action, the supervisor notes that the employee’s performance plan includes a standard that work be performed in a timely manner.

Supervisor schedules a meeting with employee.
The supervisor meets with the employee privately and discusses the missed deadlines, the performance plan’s requirement, and the employee’s unacceptable performance.

“You have been late turning in your report for the past four weeks. Your performance plan states that you need to complete tasks on time.”
As a follow-up, the supervisor sends the employee an email summarizing (and documenting) their informal conversation.
Exercise: Scene 4

- The employee continues to miss deadlines.
- The supervisor provides the employee with additional feedback: a formal memorandum of counseling, specifically referencing the deadlines that have been missed.
- The supervisor attaches the message assigning the work and its deadline as well as the employee’s dated message with the final work product. The employee’s dated message is proof that the work product is late consistently.
Exercise: Scene 5

- The employee still continues to miss deadlines.
- What does the supervisor do?
Exercise Debrief: Improving Performance Scenario

➢ Any final thoughts?
Importance of Taking Immediate Action

- Failure to take immediate action with employee issues could mean:

**Damaging Office Morale**
- Creates issues with other employees; projects image of ineffective leadership from supervisor

**Disciplinary Issues**
- Discipline issues are usually symptoms of performance issues
Preventative Actions

- Communicate clear performance standards and expectations to employees
- Reward and recognize good performance, informally and formally
- Provide continuous, meaningful feedback on performance
- Make full use of the probationary period for new employees

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DPMAP Rev.2
July 2016
(42)
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Are there any questions?
Additional Resources

- DODI 1400.25, Volume 431, *DoD Civilian Personnel Management System: Performance Management and Appraisal Program*
- DCPAS Resources and References web site includes: DCPAS HR Toolkit, Tip Sheets and Checklist, MyPerformance Training Videos, and MyPerformance User Guides
  
  [https://www.cpms.osd.mil/Subpage/NewBeginnings/ResourcesReferences/](https://www.cpms.osd.mil/Subpage/NewBeginnings/ResourcesReferences/)

- DCPAS LERD web site:
  