

The University of Toledo CENTER FOR CONTINUOUS IMPROVEMENT

PERFORMANCE MANAGEMENT

Program Overview

Performance appraisals attempt to determine how well employees do their jobs compared to a set of pre-determined standards. Information obtained through an appraisal is communicated to the employee to assist in his/her further development. However, performance management is a process that involves several steps:

1. Making sure that the organization's goals are aligned with the jobs and KSAs required
2. Setting work standards to clarify performance expectations
3. Assessing the employee's actual performance relative to these standards
4. Providing feedback to the employee with the aim of motivating that person to eliminate performance deficiencies or to continue to perform above standard.

This workshop will discuss these four steps and provide a practical process for managers to use to get the desired performance from employees.

Readings:

- *Benchmarks for Effective Performance Rating Instruments*
- *Managing the Difficult Employee*
- *Coaching for Results*

Program Objectives

During this seminar you will learn how to:

- Learn the importance of setting Performance Standards to establish criteria for evaluation
- Determine the measures of Performance Evaluation – Outcomes and Behaviors
- Become aware of Rater Biases that affect how rater's evaluate performance
- Learn techniques of providing Performance Feedback and Coaching for employee performance improvement

If you wish to tailor this program for onsite training at your company, please contact Carrie Herr, the Director of CFCl, by calling 419-530-2037 or via email at carrie.herr@utoledo.edu.

Program Topics

- Performance: A Function of Ability and Motivation
- Performance: Not Just an Employee's Responsibility
- Clarifying Performance Goals and Expectations
- Linking Performance Strategy and Planning to Performance
- Performance Evaluation (*Jerry Rigg Performance Appraisal Exercise*)
 - When to Measure Behaviors
 - When to Measure Results
 - Rater Biases
- Coaching and Feedback
- Employee Development from the Manager's Point of View
- Employee Development from the Employee's Point of View

Exercise - Coaching & Feedback. *After the exercise, students should be prepared to answer the following questions:*

- What are the biggest challenges you might encounter in trying to provide feedback and constructive criticism?
- What process would you suggest?

About the Instructor

Dr. Dale J. Dwyer, Professor of Management, has been a faculty member at The University of Toledo since 1989. He holds a Ph.D. in Business Administration from the University of Nebraska-Lincoln, and both an M.A. (Organizational Communication) and a B.A. (Speech and Communication) from the University of Cincinnati. His articles on stress and employee control, employee attendance behavior, and the relationship between work and non-work life spheres have appeared in many top management journals.

Dr. Dwyer works with numerous profit and not-for-profit organizations to help them solve their management and human resource problems. In addition to leading seminars for management and employees on a variety of human resource topics, critical thinking, leadership, and organizational change strategies, he has developed compensation, selection, and performance management systems for both public and private firms. He is also the creator of the best-selling *Interview Guide®*, the only online behavioral interviewing tool with statistical banding.