Identifying and Addressing Performance Concerns
Objectives

1. Identify indicators of potential performance concerns
2. Discuss strategies for providing effective feedback
3. Review possible barriers
4. Identify resources
What are some work performance issues you face?
Indicators of potential performance concerns

- Work quality
- Attendance and punctuality
- Time management
- Behavior
  - Interpersonal relationships
    - Negativism
    - Power games
    - Poor communication style
  - Physical behavior
- Resistance to change
Mary, a long-term staff member of ten (10) years, hurries into work. She sometimes pushes coworkers aside in her rush to get to her work area. She is frequently late. Her workspace is in disarray, and over the last few months she has failed to meet several important deadlines. As she ran in today she spilled coffee on an expensive piece of equipment, damaging company property.

What are the performance concerns in this scenario?

Which behaviors (interpersonal/physical) is Mary exhibiting?
Five steps to constructive consultation

1. Acknowledge
2. Address
3. Seek staff input
4. Support
5. Follow-up
Acknowledge

Begin with something positive

Acknowledge past and present good performance

Emphasize the employee’s value to the organization

“Recognition for effective performance is a powerful motivator”
Step 1: ‘Acknowledge’ with Mary

How would you begin your conversation with Mary using the first of the five steps . . . ‘Acknowledge’?
Address

- Emphasize the problem that needs to be corrected
- Provide specific examples, dates, times and situations
- Share facts and reference specific documentation
- Focus on job performance
Address (continued)

- Emphasize confidence in the employee’s ability to address the issue.
- Set up an action plan with reasonable time frames.
- Emphasize the employee’s responsibility to resolve the performance issue.
- Discuss consequences should performance issues persist.
Step 2: ‘Address’ with Mary

What might you do or say next to ‘Address’ Mary’s behaviors?
Seek staff input

- Behavior
- Productivity
- Needed changes
- Time frame
Support

Recommend the Employee Assistance Program (EAP)

Explain the purpose and confidentiality of the EAP

Offer assistance to the employee in making contact
Follow-up

Keep conversations between you and the employee private

Continue to monitor and document work performance. Be specific in noting:

- Improvements
- Declines

Make yourself available to discuss concerns, provide guidance and support and reinforce improvements.

Follow through with normal disciplinary procedures
Two months later . . .

Mary is consistently getting to work on time. She has met every deadline within the 60-day period. What will you do?
Possible barriers

- Crying or emotional breakdowns
- Rationalizations
- Angry outbursts
- Threats
Crying or emotional breakdowns

- Be supportive
- Stay focused on performance or behavior issues
- Refer personal issues to the EAP
Rationalization

Focus on work performance
Avoid distractions or excuses
Angry outbursts

- Do not react
- Focus on job performance
- Reschedule meeting if anger escalates
- Notify security and human resources of threats
Threats

• Remind the employee of your responsibility to uphold company policy
• Assure the employee you will seek a solution that will help him/her and company
• Notify security, human resources and your legal department, and involve these departments in future meetings
Resources

• Internal
  − Human Resources Department (HR)
  − Legal Department
  − Security

• External
  − EAP – Workplace Support
    − Consultation
    − Risk assessment

• Types of EAP Referrals
  − Self/informal
  − Formal
  − Mandatory
Your Employee Assistance Program

Call toll-free or visit us on the web

24 hours a day/7 days a week

Thank you!