

Agenda

- Overview of the FACE of Performance
- FACE skills practice
- Break
- FACE technical overview



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Learning Objectives

- Gain confidence in having performance conversations with employees you supervise.
- Understand the FACE of Performance so you can help to create buy-in with employees.
- Gain knowledge in how to note conversations in FACE.



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Question

How many of you believe we are doing a *great* job at managing performance?



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Question

How many of you believe that our current annual evaluation is effective in changing or reinforcing behaviors?



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Employee Focus Group

“Emphasis should be placed on encouraging effective performance management that focuses on regular feedback, clearly communicated expectations and shared goals. The group supported reducing formality and complexity in favor of a more informal, ongoing conversation.”

- Employee focus group

Philosophy Statement

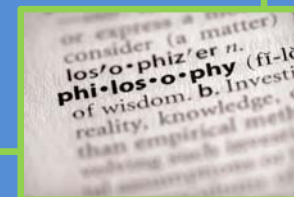
- Strategic performance management is a continuous, ongoing process that:
 - Aligns the employees' and supervisors' goals with those of the Appointing Authorities
 - Promotes ongoing dialogue between employees and supervisors
 - Increases employee and team engagement by creating a sense of personal ownership and accountability for success
 - Builds trust by using a system that is fair and transparent



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We believe that ...

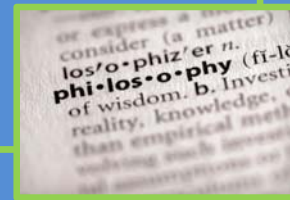
- Performance happens every day
- Performance conversations are the standard
- Feedback is timely, simple and expected



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We succeed when ...

- **Organizations** make performance management part of their daily operations
- **Supervisors** have performance conversations with their employees regularly
- **Employees** are open to feedback and continuous learning



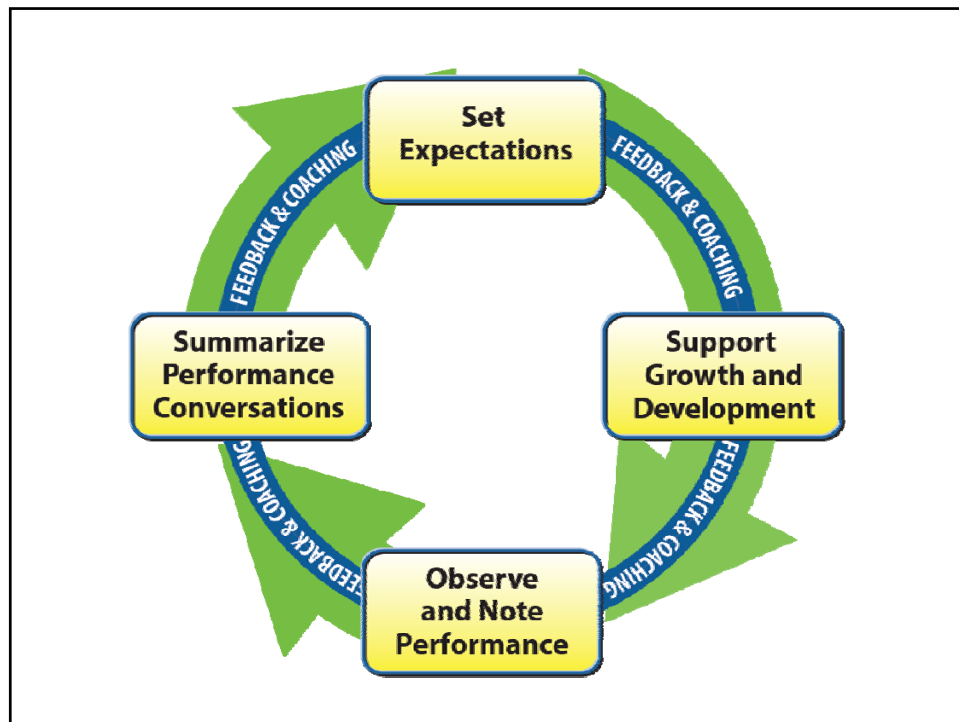
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FACE of Performance

- The benefits of implementing the FACE of Performance include:
 - Increase in employee engagement
 - Alignment of goals towards a common purpose
 - Building up of trust



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Provide Feedback & Coaching

- Feedback and coaching is a regular ongoing activity
- Feedback must be specific about behaviors, actions or a situation
- Recognition needs to be meaningful and specific to the person



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Set Expectations

- The employee needs to know the organization's strategy and key performance indicators
- Collaboratively develop goals
- Goals are S.M.A.R.T.



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Support Growth & Development

- Collaboratively identify learning needs based on skill gaps, career interests, and business needs
- Develop a plan to meet the learning needs with on-the-job experiences, coaching and courses



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Observe & Note Performance

- The supervisor needs to observe the employee performing their job
- Observations should be based on set expectations
- Notes/Comments should be kept about direct observations



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Summarize Performance Conversations

- The supervisor notes their ongoing conversations in FACE
- FACE captures the supervisor's observations and the employee's goal attainment
- Once a quarter



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Feedback

- Describe specific behaviors and actions, state why they matter
- Provide timely feedback at an appropriate time and place
- Give positive and developmental feedback

F

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Ask Questions

- Encourage employees to respond and ask questions
- Assist the employee in their growth by inquiring about their future professional goals
- Gain clarity and validate your understanding

A

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Conversations

- Engage in a frequent dialogue
- Agree on a course of action
- Support the employee in the agreed upon course of action

C

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Explore Options

- Focus on sustaining employee strengths or explore options for changing behaviors that hinder performance
- Identify ways to support professional growth and development

E

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How does FACE affect my pay?

- FACE will not affect your pay for the upcoming salary adjustment
 - projection of 3% increase for all employees
 - based on final approval of the budget by the Board of County Commissioners

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How does FACE affect my pay?

- Going forward...

Merit

Rewarding high performing employees

General Increase

Based on cost of labor

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Upcoming

- Today is an introduction
- Upcoming workshops to support you:
 - Set expectations
 - Support growth and development
 - Observe and note performance
 - Summarize performance conversations

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