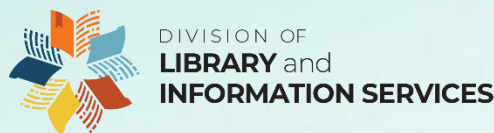




Managing Employee Performance: A Simple Formula for Talking with Staff

with Doug Crane



This project was funded either under the provisions of the Library Services and Technology Act from the Institute of Museum and Library Services or the Library Cooperative Grant program. Florida's LSTA and LCG programs are administered by the Department of State's Division of Library and Information Services. For FY2025, 74% of the total costs for the PLAN Continuing Education program (\$223,959) is supported by federal money and 26% of this program (\$79,862) is supported by state money. The total budget of the project is \$303,821.

Employee Performance is
key to an organization's
success.



Handling Employee Performance



What do you think...

- Ruined Friendships
- Fear of Employee
- Confused by the Steps



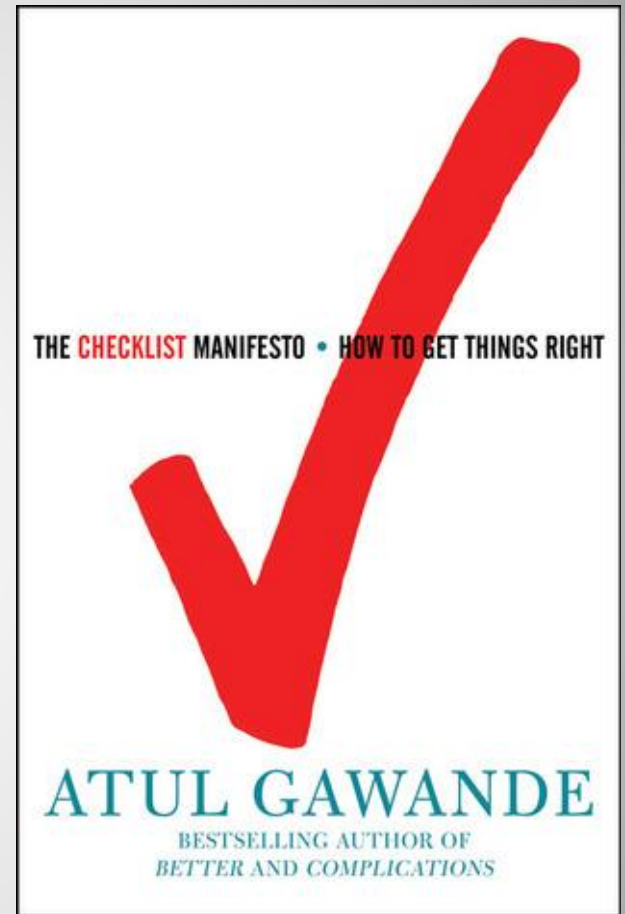
Discipline – The Icky Factor

3 Demerits = 1 Citation
5 Citations = 1 Violation
4 Violations = 1 Verbal Warning

2 Written Warnings = A Disciplinary Review



- Simple Tasks
 - Easy and Repeatable
- Complex Tasks
 - Challenging and Repeatable
- Complicated Tasks
 - Challenging and Hard to Repeat



Why Is It So Hard ...

People!



The Reason it is Hard ...

- Adversarial
- Punishment
- Getting Someone Fired
- Supervisor All Alone



What Discipline is NOT ...

*"Friends don't let
friends supervise
alone!"*

[©2014 - Adam S. Davis]



Supervisor's Creed

Ultimate Goal

To simplify the employee performance process to facilitate the best outcome for all parties involved.

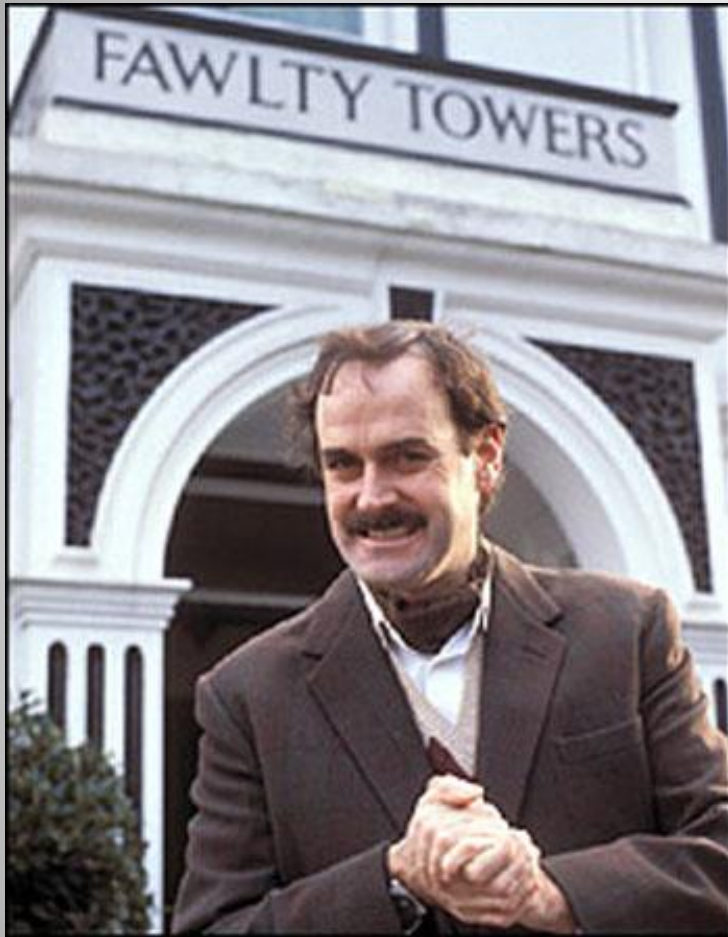


Why we are here...

- Easier to understand
- Empower supervisors
- Enhance communication
- Ensure consistency



How we will do it...



Who's Fault Is It?

Where It Starts ...

The greatest challenge in handling negative employee performance situations is staying calm.



Hardest Part of the Process ...

Palm Beach County Library System
Preparing to Meet with the Employee to Discuss Performance Issues
Supervisor's Checklist

Employee's Name: _____

Counseling Meeting Date: _____ Time: _____ 1st meeting 2nd meeting 3rd meeting other

Supervisors Signatures: 1. _____ 2. _____
(Two required)

- 1. Obtain written observations from other supervisor(s) or witness(es), or parties involved, if possible, when the incident is serious.
- 2. Gather supporting documents. (Examples: SIRSI records, employee HRIS attendance audit, customer service complaint letter, emails, etc.)
- 3. Is this incident a potential violation of Merit Rule #7, offense #9 or higher? Yes No
- 4. State the purpose of the meeting. State the employee's behavior or performance issue was observed on X date. (Situation)
- 5. Describe the actions that were observed. (Behavior) Meeting with employee using the SBI model.
- 6. Provide the employee an opportunity to respond to the supervisor's question, "Please tell me what happened." Record the employee's response and if it is a Merit Rule #7, offense #9 or higher violation, obtain a written statement of the employee's version of the issue.
- 7. Explain how employee performance impacts the work group etc. and state that the procedure or policy was not followed. (Impact)
- 8. State the corrective action. (Example: retraining, EAP referral, scheduled weekly meetings, employee will eliminate this behavior, etc.)
- 9. Schedule a meeting with your supervisor. Bring a summary of the meeting, timeline and other supporting documents.

Supervisor's Checklist

Palm Beach County Library System

Preparing to Meet with the Employee to Discuss Performance Issues

Supervisor's Checklist

Employee's Name: _____

Counseling Meeting Date: _____ Time: _____ 1st meeting 2nd meeting 3rd meeting other

Supervisors Signatures: 1. _____ 2. _____
(Two required)

- 1. Obtain written observations from other supervisor(s) or witness(es), or parties involved, if possible, when the incident is serious.
- 2. Gather supporting documents. (Examples: SIRSI records, employee HRIS attendance audit, customer service complaint letter, emails, etc.)
- 3. Is this incident a potential violation of Merit Rule #7, offense #9 or higher? Yes No

Supervisor's Checklist: Section 1

- Observations (Supervisor witnessed or reported to Supervisor)
- Patron complaints
- ILS records
- Timelines of employee behaviors
- Employee attendance audit
- Verbal messages (one-on-one; group)
- Library Employee Information Manual
- Policy and Procedures Manual (County)
- Merit Rules or Employee Handbook



Preliminary Investigative Process



Interviewing the Employee...

Situation Behavior Impact (SBI)

- 4. State the purpose of the meeting. State the employee's behavior or performance issue was observed on X date. (Situation)
- 5. Describe the actions that were observed. (Behavior)
- 6. Provide the employee an opportunity to respond to the supervisor's question, "Please tell me what happened." Record the employee's response and if it is a Merit Rule #7, offense #9 or higher violation, obtain a written statement of the employee's version of the issue.
- 7. Explain how employee performance impacts the work group etc. and state that the procedure or policy was not followed. (Impact)
- 8. State the corrective action. (Example: retraining, EAP referral, scheduled weekly meetings, employee will eliminate this behavior, etc.)

Meeting with employee using the SBI model.

Supervisor's Checklist: Section 2



ccl.org



SBI WORKSHEET (Steps 4 – 8 from Supervisor’s Checklist)

OBSERVATIONS:	
<p><u>SITUATION</u></p> <p><i>Describe the situation in which you observed the employee; stick to the facts; be specific about the details (time, place and circumstance)</i></p>	
<p><u>BEHAVIOR</u></p> <p><i>Describe the behavior observed using neutral terms; talk about what the person did and how it was done, words spoken, physical actions/inactions; describe don't interpret</i></p>	
<p><u>EMPLOYEE RESPONSE</u></p>	
<p><u>IMPACT</u></p> <p><i>Explain the impact this behavior had on the organization, coworker, supervisor, patron (i.e. workflow, productivity, safety, liability, morale);</i></p>	
<p><u>CORRECTIVE ACTION</u></p> <p><i>Communicate performance expectations – what areas of performance do you want to see improved?</i></p>	

SBI in action!

Employee Performance | Chronological Timeline

Employee Jane Doe

Date	Observed by	+/-	Observation	Initials
10/22/14	John Doughnut	-	Jane has come in 10-20 min. late 7 out of her last schedule 10 days. Today we spoke about fixing the tardiness issue. She was offered a schedule change to start a half hour later but she was unable to work the half hour at the end of the day. She agreed to work on her morning schedule at home to fix the problem. She also agreed to call the sick line in the rare event that she is running late and will not make her scheduled time. An e-mail was sent to her to confirm\summarize the council session.	JD

Sample Timeline

Informal

- Coaching
- Counseling

Formal

- Disciplinary Action
- Performance Improvement Plan



Performance Improvement Methods

- Coaching

- One on one meeting with the supervisor to advise and train an employee on the correct action
- Written record can be an entry in the timeline and/or a short instructive email

- Counseling

- Two supervisors meet with the employee to discuss the situation and state the corrective action
- A Supervisor's memo or *Record of Employee Counseling* form may be produced as a follow-up



Informal Methods

- **What is a conduct issue?**
 - Inappropriate behavior towards coworkers and/or patrons.
 - Failure to perform assigned duties or follow procedures.
 - Actions carried out that are prohibited by the merit rules.
- **What is a performance issue?**
 - Unable to do assigned tasks.
 - Failure to work effectively.
 - Repeated mistakes in work tasks.
- **The Challenge**
 - Identifying Which It Is



Conduct vs. Performance

- Steps:
 - Coaching
 - Counseling
 - Formal Discipline
- Process may be accelerated at Administration's discretion.



Conduct Issues

- Only applies to formal discipline
- Four possible steps:
 - Meet with Supervisor
 - Meet with Division Head
 - Meet with Director
 - Grievance Committee



Employee Rights - Grievance

- Steps:

- Coaching

- Counseling

- Performance Improvement Plan



Performance Issues

- A three month evaluation process
- Starts with a formal review, identifying specific areas of performance
- Measurable goals
- Employee is evaluated at the end of three months
- Results: Termination, demotion, or satisfactory completion



Performance Improvement Plan

- Probationary
- Unionized
- FMLA & ADA
- Reasonable Suspicion



Special Situations

- We must treat all employees fairly and equally which means:
 - The investigative process is the same for all employees
 - Discipline is fairly applied across the department
 - Employees concerns are always heard

Quality Pledge - Fairness

The SBI principles can be used to acknowledge and build on great work.



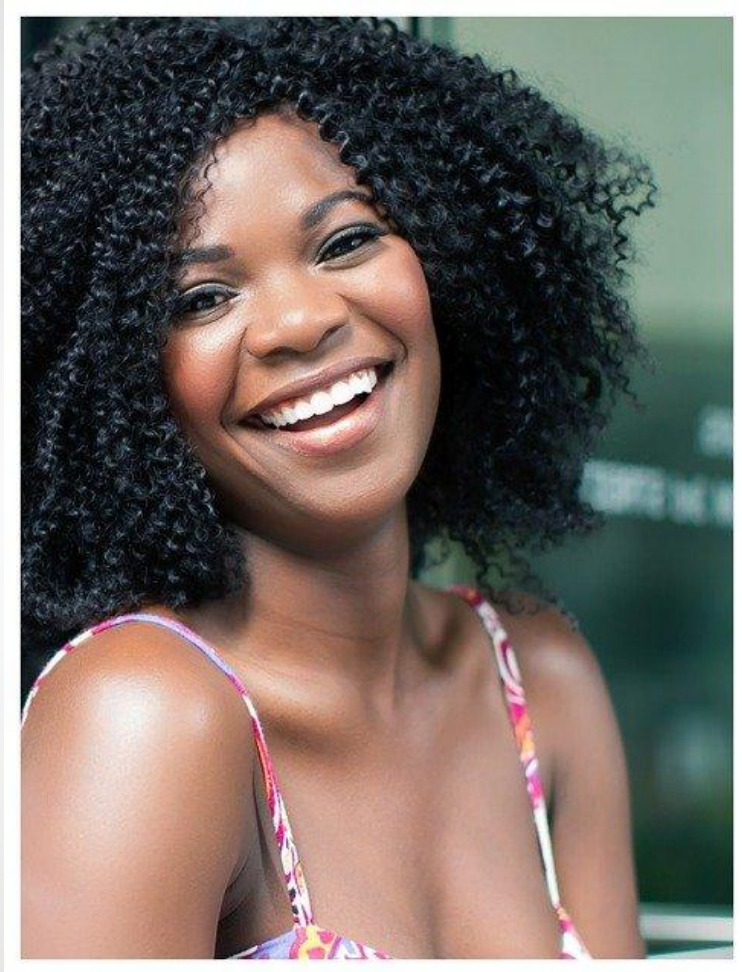
The Bright Side of SBI

- Quick feedback
- Ongoing coaching
- Praise

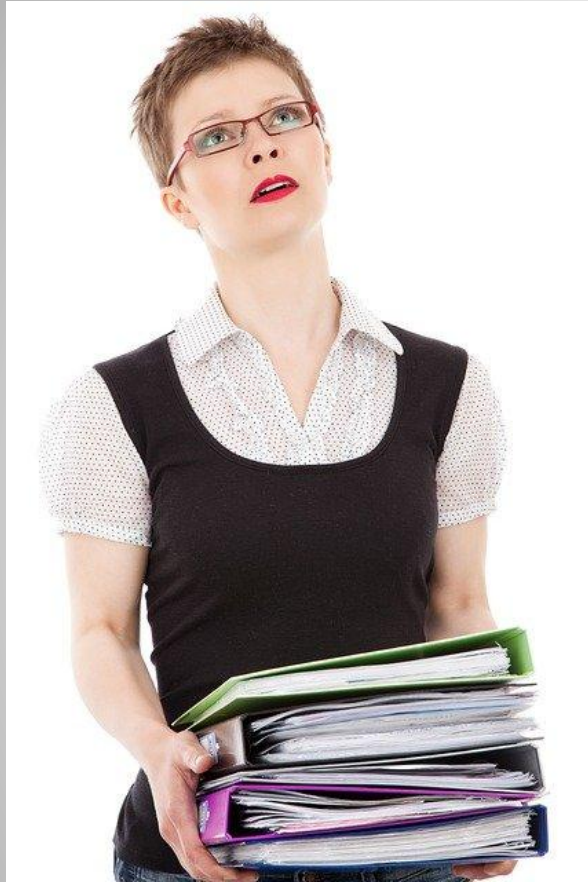


SBI – Assisting Supervisors

Studies show that being specific with praise is better than general comments.



Secret of Solid Feedback



“Good Job!”
“Well Done!”
“Nice Work!”

Loose Praise

“On Saturday at noon, I observed you calm down that angry member and help him find the book he needed. By doing so he left satisfied and made the whole library look good. Thank you.”

Precise Praise

Global Culture Report

Workplace culture and everyday employee experiences go hand in hand. And both are more critical than leaders imagine.



Global Culture Report



Be aware and “attend to” the world
and the people around you.

Pay Attention



Be welcoming of all groups of citizens working for the greater good of the community.

Be Inclusive



Don't accept when others choose to do so.

Don't Gossip



For other people and for their opinions,
especially in the midst of disagreement.

Show Respect



Look for opportunities to agree;
choose your battles.

Be Agreeable



Be sincere and repair damaged relationships.

Apologize



When disagreeing, stick to the issues and don't make a personal attack.

Give Constructive Criticism



Don't shift responsibility and blame onto others.

Take Responsibility



Starting Point for a Strong Culture

- Releases Oxytocin
 - lowers blood pressure
- Produces Endorphins
 - natural painkiller
- Lowers Cortisol
 - the stress hormone
- Increases Serotonin
 - an antidepressant

<https://www.randomactsofkindness.org/the-science-of-kindness>



Effects of Kindness



Kindness Helps Everyone



Libraries are Built on Kindness

- Saying “Thank You”
- Compliments
- Appreciation
- Snacks
- Offers of Assistance



Simple Acts of Kindness

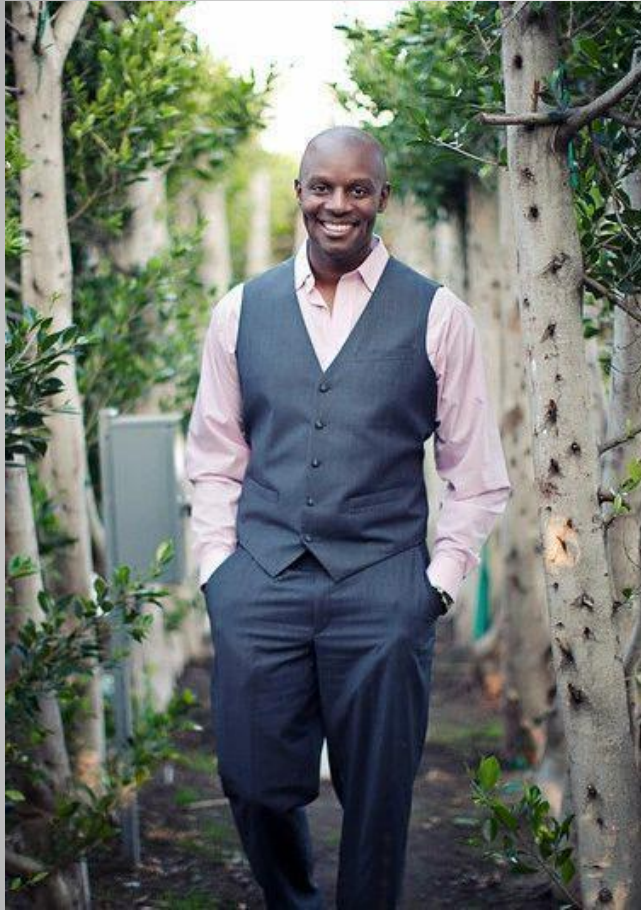
Listening

“It is more than just asking for feedback. It includes acting on what you are hearing.”

O.C. Tanner Global Culture Report 2020



**A Simple But Profound Act of
Kindness**



Master the
moment by
being fully
present with
others.

Game Changing Leadership Ability

“Leaders need to move away from merely gathering feedback and instead listen authentically and act on what they learn.”

O.C. Tanner Global Culture Report
2020



Feedback and Authenticity

“Employee listening means getting feedback, communicating the results of the feedback, and taking action to make changes based on the feedback.” O.C. Tanner Global Culture Report 2020



The Power of Listening



Am I Being Kind?





Doug Crane – Director,
Palm Beach County Library System
www.efficientlibrarian.com
email: efficientlibrarian@gmail.com