Module 5: Monitoring and Developing Employee Performance

Estimated Time to Complete Module 5

15 minutes

LESSON
Lesson 1: Monitoring Employee Performance
Lesson 2: Developing Employees

Module Objectives

At the conclusion of this module, you will be able to:

- ◆ Conduct progress review meetings
- ◆ Provide constructive feedback during progress reviews and appraisals
- ◆ Identify ways to develop staff

Lesson 1: Monitoring Employee Performance

**Module 5:
Monitoring Employee Performance**

Notes:

Objectives

At the completion of this module, you will be able to:

• Conduct progress review meetings
• Provide constructive feedback during progress reviews and performance appraisals
• Identify ways to develop staff

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Notes:

Data Sources

- Automated or manual reporting systems
- Direct observations by the rater
- Team leader observations
- Customer/client feedback
- Surveys or related assessment instruments
- Audit reports or other evaluation reports
- Written products or audiovisual products

3

Notes:

The Progress Review Meeting

- Formal progress review – 7th month of rating cycle
- Discuss employee's progress
- Document the facts

4

Notes:

TIPS FOR A SUCCESSFUL PROGRESS REVIEW

- ◆ Conduct the progress review in a private setting, face-to-face, if possible
- ◆ Involve the employee in the conversation
- ◆ Reinforce performance expectations and ensure a common understanding of what is expected
- ◆ Reinforce what employees are doing well
- ◆ Discuss changing responsibilities and resources
- ◆ Identify specific problems and give specific examples when there is a performance problem
- ◆ Provide information about how performance can be improved
- ◆ Listen to and directly address employee performance concerns
- ◆ Determine if performance gaps are within the employee's control
- ◆ Determine progress and recognize employees for good performance
- ◆ Document the progress review and give a copy to the employee

Giving Feedback	Notes:
• Specific • Timely • Factual	

TIPS FOR EFFECTIVE EMPLOYEE FEEDBACK

- ◆ Focus feedback on behavioral, not personal, characteristics
- ◆ Give specific statements when possible and support general statements with specific examples
- ◆ Use descriptive rather than judgmental language
- ◆ Make feedback clear, direct, and to the point
- ◆ Direct feedback toward actions within the employee's control
- ◆ Conduct feedback immediately
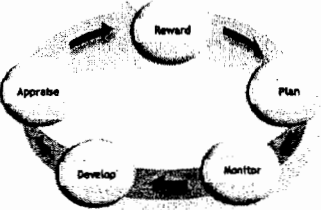- ◆ Plan feedback carefully
- ◆ Avoid interpreting the employee's actions — summarize behaviors

Addressing Performance Deficiencies

- Specify which work objective(s) or performance measure(s) the employee is performing poorly
- Communicate what the acceptable level of performance is for the objective
- Specify in writing how the employee can address the deficiency
- Consider developing a Performance Improvement Plan
- Consult with a human resource specialist for help

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Notes:

Lesson 2: Developing Employees

Notes:

Module 6: Appraising and Awarding Employees

Estimated Time to Complete Module 6

15 minutes

LESSON
Lesson 1:   The HUD Performance Rating and Award Process
Lesson 2: Understanding the Ratings
Lesson 3: Overview of HUD Awards Policies and Procedures

Module Objectives

At the conclusion of this module, you will be able to:

- Differentiate between various levels of performance
- Describe how to assess and rate performance using the performance standards and rating categories

Lesson 1: The HUD Performance Rating and Award Process

Notes:

Module 6:
Appraising and Awarding
Employees

Module Objectives

At the completion of this module, you will be able to:

- Differentiate between various levels of performance
- Describe how to assess and rate performance using the performance standards and rating categories

2

Notes:

The Appraisal Time Line

Beta Site
April – September 30, 2006

All of HUD
Next Fiscal Year – beginning October, 2006

3

Notes:

The Appraisal Process

- A planning meeting to clarify expectations and establish the annual performance plan
- A progress review to discuss status
- Final appraisal discussion to evaluate the results of the performance

4

Notes:

Lesson 2: Understanding the Ratings

5-Level Performance Ratings	Notes:
Non-Supervisory Personnel (EPPES)	**Management (PACS, EPACS)**

Non-Supervisory Personnel (EPPES)

- Outstanding
- Highly Successful
- Fully Successful
- Marginally Satisfactory
- Unacceptable

Management (PACS, EPACS)

- Outstanding
- Excellent
- Fully Successful
- Minimally Satisfactory
- Unsatisfactory

5

Notes:

Assigning Ratings

- Compare the performance plan with individual performance
- Review notes from the progress review
- Review sources of appraisal input
- Use appropriate Summary Rating Form to document final rating

6

Notes:

Individual Element Ratings

RATING LEVEL DEFINITIONS FOR MANAGERS AND SUPERVISORS FOR INDIVIDUAL ELEMENTS (PACS)	
RATING	**DESCRIPTION**
Outstanding	The manager or supervisor has significantly exceeded the established performance standards for the individual critical element, and the achievement is of exceptionally high quality.
Excellent	The manager or supervisor has exceeded the established performance standards for the individual critical element and produces a consistently high quality and quantity of work.
Fully Successful	The manager or supervisor has met the established performance standards for the individual critical element, and all assignments are complete, timely, and well prepared.
Minimally Satisfactory	The manager or supervisor has barely met the established performance standards for the individual critical element. Although the performance of the element generally meets the requirements of the performance standards, there are noted deficiencies in the performance, which require improvement.
Unsatisfactory	The manager or supervisor has failed to meet the established performance standards for the individual critical element and has failed to complete the assignments in an acceptable manner.

RATING LEVEL DEFINITIONS FOR EMPLOYEES INDIVIDUAL ELEMENTS (EPPES)	
RATING	**DESCRIPTION**
Outstanding	Meets the performance standards for the outstanding level.
Highly Successful	Exceeds the performance standards for the fully successful level but does not meet the performance standards for the outstanding level.
Fully Successful	Meets the performance standards for the fully successful level.
Marginally Successful	Exceeds the performance standards for the unacceptable level but does not meet the performance standards for the fully successful level.
Unacceptable	Meets the performance standards for the unacceptable level.

Summary Ratings

RATING LEVEL DEFINITIONS FOR MANAGERS AND SUPERVISORS FOR OVERALL SUMMARY RATING (PACS)	
RATING	**DESCRIPTION**
Outstanding	The majority of the critical elements must be rated Outstanding. No critical elements may be related below Excellent.
Excellent	The majority of the critical elements must be rated Excellent or Outstanding. No critical element may be rated below Fully Successful.
Fully Successful	The majority of critical elements must be rated Fully Successful or higher.
Minimally Satisfactory	One or more critical elements are rated Minimally Satisfactory. No critical element may be rated Unsatisfactory. A Minimally Satisfactory rating requires implementation of a Performance Improvement Plan.
Unsatisfactory	One or more critical elements are rated Unsatisfactory.

RATING LEVEL DEFINITIONS FOR EMPLOYEES FOR OVERALL SUMMARY RATING (EPPES)	
RATING	**DESCRIPTION**
Outstanding	All elements fully successful or above, based on numerical calculation.
Highly Successful	All elements fully successful or above, based on numerical calculation.
Fully Successful	One element is rated marginally successful and no elements are rated unacceptable.
Marginally Successful	No elements are rated unacceptable and two or more elements are rated marginally successful, or there is only one element and it is rated unacceptable.
Unacceptable	One or more elements are rated unacceptable.

Summary Ratings for EPPES

If ratings for all individual elements are Fully Successful and above, follow the steps below to calculate the summary rating:

STEP	ACTION
1	Assign points as follows: 3 Outstanding 2 Highly Successful 1 Fully Successful
2	Total the points and divide by the number of critical elements to yield an average. Compute the average to 2 decimal places.
3	Convert averages to a summary rating as follows:

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Notes:

Summary Ratings Averages for EPPES

AVERAGE	SUMMARY RATING
2.75 to 3.00	Outstanding
2.00 to 2.74	Highly Successful
1.99 to less	Fully Successful

8

Notes:

Less than Fully Successful Summary Ratings

- Call your HR Specialist for assistance

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Notes:

Lesson 3: Overview of HUD Awards Policies and Procedures

Awards for Managers and Supervisors under PACS
Recognition for Sustained Achievements

Award	Eligible Recipients	Purpose	Nominators	Amount	Approving Official
Honorary	SES Managers Supervisors	Symbolic recognition of significant contributions of organizational heroes	All supervisors/managers	Nominal value (Not to exceed $100)	Assistant Secretaries Secretary's Representatives
Exemplary Performance Award	Managers Supervisors	Sustained excellence In performance for minimum of 12 months	Immediate supervisor	5-10 percent of base pay (Not to exceed $10,000)	Assistant Secretaries* Secretary's Representatives*
Supervisor/Manager of the Year (Field and HQS)	Managers Supervisors	Excellence in supervisory/managerial skills	Subordinates, peers Immediate supervisor Higher level managers	$3000	Secretary**
Senior Comm. Builder of the Year	Managers Supervisors	Extraordinary initiative in partnership efforts to Improve quality of life for Americans	Subordinates, peers Immediate supervisor Higher level managers	$3000	Secretary**
Public Trust Manager of the Year	Managers Supervisors	Dedication to protection of HUD's interests/program beneficiaries	Subordinates, peers Immediate supervisor Higher level managers	$3000	Secretary**
One HUD Award	Managers Supervisors	Extraordinary achievements through interoffice collaboration	Subordinates, peers Immediate supervisor Higher level managers	$1,000 per team member	Secretary**
Leadership Award	SES Managers Supervisors	Unique contribution to HUD's goals	Subordinates, peers Immediate supervisor Higher level managers	$3000 - $10,000	Secretary**
Quality Step Increase	Managers Supervisors	Sustained high quality performance significantly above "Successful" level	Immediate supervisor	3 percent increase to base pay	Secretary**
Performance Award	Career SES	Unusual competence or exceptional accomplishment during fiscal year	Assistant Secretaries	5-20 percent of base pay	Assistant Secretaries* Secretary's Representatives*
Meritorious Rank Award	Career SES	Sustained accomplishment	Secretary	20 percent of base pay	President***
Distinguished Rank Award	Career SES	Sustained, extraordinary accomplishment	Secretary	35 percent of base pay	President***

*Requires review/recommendation by Program Awards Committees
**Requires review/recommendation by Departmental Awards Committee
***Requires review/recommendation by Performance Review Board

Recognition for Short-Term/Non-Recurring Achievements

Award	Eligible Recipients	Purpose	Nominators	Amount	Approving Official
Honorary	SES Managers Supervisors	Symbolic recognition of significant contributions of organizational heroes	All supervisors/managers	Nominal value (Not to exceed $100)	Assistant Secretaries, Secretary's Representatives
Informal Spot Award	SES Managers Supervisors	Noteworthy accomplishment related to job responsibilities. Short-term improvements in performance	Immediate supervisor Higher level managers	Nominal value (Not to exceed $25)	Immediate supervisor
Monetary Spot Award	SES Managers Supervisors	Noteworthy accomplishment related to job responsibilities. Short-term improvements in performance	Immediate supervisor Higher level managers	$50- $250	Immediate supervisor
				$251-$500	Second level supervisor
Time Off Award	SES Managers Supervisors	Noteworthy accomplishment related to job responsibilities. Short-term improvements in performance	Immediate supervisor Higher level managers	Minimum: 8 hours	Immediate supervisor
				More than one work day (Max. Per Award: 40 hours) (Max. per FY – 80 hours)	High level supervisor
Peer-to-Peer Award	SES Managers Supervisors	Outstanding achievement related to BOP objectives. Fostering teamwork. Promoting/demonstrating exemplary customer service	Peers	$100-$250	Immediate supervisor
				$251-$500	second level supervisor
Special Act or Service Award	SES Managers Supervisors	Extraordinary one-time contributions to efficiency, economy, or other improvement of operations	Peers Immediate supervisor Higher level managers	$250-$1,000	Second level supervisor
				$1,001 – 3% of base pay	Assistant Secretaries/RD's
				In excess of 3% of base pay	Assistant Secretaries/RD's
Supervisor/Manager of the Month (Field and HQS)	SES Managers Supervisors	Excellence in supervisory managerial skills	Subordinates, peers, immediate supervisor, higher level managers	$1,000	Secretary**

**Requires review/recommendation by Departmental Awards Committee

Awards for Non-supervisory Employees under EPPES
Recognition for Short-Term/Non-Recurring Achievements

Award	Eligible Recipients	Purpose	Nominators	Amount	Approving Officials
Honorary	Non-supervisory Personnel	Symbolic recognition of significant contributions of organized heroes	All supervisors/mangers	Nominal value *(Not to exceed $100)*	Assistant Secretary/RD
Informal Spot Award	Non-supervisory Personnel	Noteworthy accomplishment related to job responsibilities. Short-term improvements in performance	Immediate supervisor, higher level managers	Nominal value *(Not to exceed $25)*	Assistant Secretary/RD
Monetary Spot Award	Non-supervisory Personnel	Noteworthy accomplishment related to job responsibilities. Short-term improvements in performance	Immediate supervisor Higher Level Managers	$50-$300 *($25 Increment Only)*	Immediate Supervisor Second-Level Supervisor
Time Off Award	Non-supervisory Personnel	Noteworthy accomplishment related to job responsibilities. Short-term improvements in performance	Immediate supervisor Higher Level Managers	Minimum: 8 Hours;	Immediate Supervisor
				More than one work day *(Max. Per Award: 40 Hrs.)* *(Maximum Per FY - 80 Hrs.)*	Higher Level Manager
Special Act or Service Award	Non-supervisory Personnel	Extraordinary one-time contributions to efficiency, economy, or other improvement of operations	Immediate supervisor or Higher Level Managers	$50 - $1,000	Assistant Secretary/RD
				$1,001 - $10,000	Assistant Secretary/RD**
				$10,001 - $25,000	OPM**
				$25,001 - Above	President***
Performance Awards	Non-Supervisory employees	High-quality performance for the performance period for Outstanding or Highly Successful Rating	Immediate supervisor	Up to 3 percent of the base pay of the entry level salary for each grade *(lump-sum payment)*	Second-line supervisor and the Office Director
Quality Step Increase	Non-Supervisory employees	Sustained high-quality performance for an Outstanding Rating Only	Immediate supervisor	3 percent increase of base pay	Assistant Secretary/RD

*Requires review/recommendation by Program Awards Committees.
**Requires review/recommendation by Departmental Awards Committee.
*** Requires review/approval by Office of Personnel Management.