



Promote, Praise, Repeat – with People

ENHANCING STAFF MORALE WITH EFFECTIVE PERFORMANCE APPRAISALS



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ENHANCING STAFF MORALE WITH EFFECTIVE PERFORMANCE **DEVELOPMENT**

Objectives

- ▶ Gain insight on developing mentoring or coaching programs.
- ▶ Identify strategies for ongoing involvement through the year.
- ▶ Apply best practices in the management process.
- ▶ Share ideas and experiences with other managers.
- ▶ Obtain a complete resource kit of tools to try with their staff.



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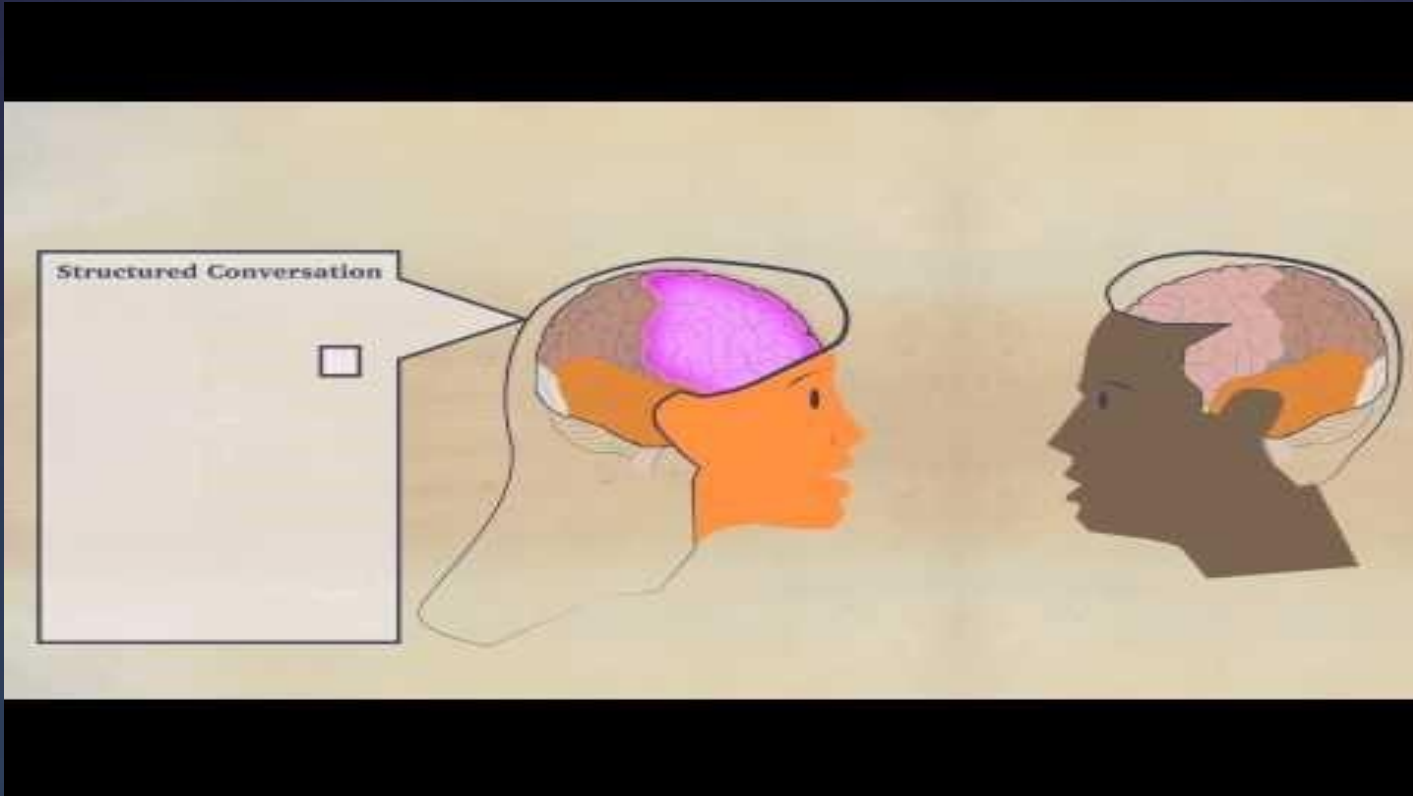
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Key Areas of Competence





<https://youtu.be/XrnfSeMXSO0>

Effective Communication

- ▶ Know yourself!
 - ▶ <https://www.vitalSMARTS.com/styleunderstress/>
- ▶ Understand personality types
 - ▶ Myers Briggs Type Indicator (MBTI)
 - ▶ Gallup Strengths Finder
 - ▶ Traitify.com

Effective Communication

- ▶ Create a supportive environment
- ▶ Encourage growth & development
- ▶ Adopt a collaborative mindset
- ▶ Be consistent

Effective Communication

- ▶ Give more time – talk in person more frequently, not over email
- ▶ Listen to understand, not to respond
- ▶ Give plenty of notice about meetings and deadlines
- ▶ Allow employees to contribute to their own development discussions
- ▶ Provide timely feedback & correlate to future goals and plans
- ▶ Follow up & follow through

Creating SMART Goals



Documentation

Weekly or Bi-Weekly One-on-One

Name	Title
Manager	Week ending

What has been the most challenging part of your week?

What has been the most rewarding part of your week?

Goals or planned actions for this past week:

- 1.
- 2.
- 3.

Progress on the goals or planned actions (bring work product as appropriate):

- 1.
- 2.
- 3.

Issues to review:

Questions or concerns:

Next week's goals:

- 1.
- 2.

Courtesy of Westbank Libraries
Feedback Loop, Austin, Texas

Documentation

January Check-In

Name	Title
Manager	Date

Goal setting for the coming year

- Employee brings a list of goals from last year and a list of one to three professional (not team) goals for the coming year.
- Manager brings suggested goals for the employee.
- Librarians bring professional development log including readings (not literature), webinars, conferences, workshops, or professional meetings.
- Employee asserts that records retention is up-to-date.

Questions to answer:

1. How did you do with each of last year's goals?
2. Did you change direction or add new goals as the year progressed? What challenges did you experience in trying to reach your goals?
3. Tell me about your goals for the coming year.
4. What do you think of these (manager-suggested) goals for you for next year?
5. Imagine you are doing your dream job 5 years from now. What would that job look like? What work are you doing now that is most in alignment with that dream?
6. What part of your job could be developed further if you had the time? What besides time would you need to make that happen?
7. Librarians: Tell me about your professional reading/education this quarter. What professional development topic(s) will you pursue this year? How do you intend to do this?
8. Non-Librarians: What would you like to learn more about this year?
9. How did procedure updates go with your team? Are you clear about what is expected of you?
10. Do you have any questions or concerns to share?

Courtesy of Westbank Libraries
Feedback Loop, Austin, Texas

Preparing for May Check-In:

- Manager will bring your job description for review.
- Employee brings goal created in January.
- Librarians bring professional development log.
- Employee meets with Records Officer for records retention review before April.

Documentation

May Check-In

Name	Title
Manager	Date

Job description review

- Manager will bring your job description for review.
- Employee brings goal list from January.
- Librarians bring professional development log including readings (not literature), webinars, conferences, workshops, or professional meetings.

Questions to answer:

1. Looking at your job description, is it a fairly accurate description of your job responsibilities?
2. How does your job fit into our vision for platform, partnership, curator, sanctuary, and innovator (from the strategic plan)?
3. If you had to train someone else to do your job, what would your top 3 tips be?
4. What is your favorite part of the job? What gives you the most satisfaction? Has this changed in the last year?
5. Who on staff would you like to learn something from, and what would you want to learn?
6. What characteristics would make someone a good fit for your team? What questions might we ask in an interview to find such a person?
7. What are the biggest time wasters for you each week?
8. How are you progressing on your goals for this year? Do any of your goals need adjustment?
9. Librarians: Tell me about your professional development this quarter. What have you learned in the last 6 months that you could share with the reference team?
10. Do you have any questions or observations to share?

Preparing for September Check-In:

- Employee brings a list of accomplishments from the last 12 months.
- Librarians bring professional development log.

Courtesy of Westbank Libraries
Feedback Loop, Austin, Texas

Documentation

Courtesy of Westbank Libraries
Feedback Loop, Austin, Texas

September Check-In

Name	Title
Manager	Date

Review of accomplishments since last September

- Employee brings a list of accomplishments from the prior 12 months.
- Librarians bring professional development log including readings (not literature), webinars, conferences, workshops, or professional meetings.

Questions to answer:

1. Tell me about your accomplishments this past year.
2. In looking at your accomplishments over the last year, which would you say you are proudest of?
3. What was challenging? How did you meet the challenge?
4. Tell me about a new idea you brought to the table or contributed to this year.
5. What is something you wish you were better at? How could you get better at it?
6. What would you like to understand better? How could you learn more about that?
7. What are you looking forward to most at work in the coming year?
8. When do you feel most competent? When do you feel most confident?
9. What do I need to know that maybe I don't?
10. Librarians: Tell me about your professional development this quarter. What is something you learned this year that helped you be a stronger librarian?
11. Do you have any questions or comments to share?

Preparing for January Check-In:

- Employee brings a list of goals from last year and a list of one to three professional (not team) goals for the coming year.
- Manager brings suggested goals for the employee.
- Employee makes sure files are all marked for records retention.
- Employee helps team get procedures up-to-date by year end.
- Librarians bring professional development log including readings (not literature), webinars, conferences, workshops, or professional meetings.

Crucial Conversations & Conflict Resolution

- ▶ Focus on what you really want from the conversation,
 - ▶ whether it's for yourself, for them, for your organization
- ▶ Give questions to employee ahead of time
- ▶ Create a safe & private environment

Crucial Conversations & Conflict Resolution

- ▶ Listen, paraphrase & ask
- ▶ Be mindful of body language & tone
- ▶ Assign measurable tasks or projects
- ▶ Review who will do what next, who will follow up, and when you will meet again

Reward Systems

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www.glasbergen.com



**“Can I have a copy of my performance review?
My mom still gives me \$5 for a good report card.”**

Reward Systems

- ▶ Thank you notes – public recognition
- ▶ Food
- ▶ Parking privileges
- ▶ Time off; double breaks
- ▶ Lottery tickets; movie tickets
- ▶ Adult education class payment
- ▶ Celebrate birthdays and work anniversaries

Other Resources

- ▶ ALA Toolkit - <http://www.ala.org/llama/nps-toolkit#Managerial>
- ▶ LID Publishing, Managing Performance, Appraising, and Engaging Employees
 - ▶ Action checklists, do's and don'ts, GROW, BOOST, LEARNT, E²C²
- ▶ Jeffrey Russell & Linda Russell, Fearless Performance Reviews: Coaching Conversations... (2014)
 - ▶ Coaching preparation guide
- ▶ Paul Falcone, Performance Appraisal Tool Kit (2013)
 - ▶ Samples: forms, narratives, memos, talking points
- ▶ Paul Falcone, 101 Tough Conversations to Have with Employees (2010)
- ▶ Paul Falcone, 101 Sample Write-Ups for Documenting Employee Performance Problems (2010)
- ▶ Paul Falcone, 2600 Phrases for Effective Performance Reviews (2005)
- ▶ Paul Falcone, 2600 Phrases for Setting Effective Performance Goals (2012)

Your Goal

- ▶ To be a great supervisor

Your Goal

- ▶ ~~To be a great supervisor~~
- ▶ To coach, mentor, and guide team members in 2017 to reach their full potential, by
 - ▶ Encouraging staff to prepare for their professional development
 - ▶ Regularly checking in (and define regularly!)
 - ▶ Providing meaningful feedback in a timely manner
 - ▶ Documenting communications to ensure understanding and commitment
 - ▶ Listening to staff concerns and communicating solutions

Thank you!

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