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6 Topics for Today

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Page 1

1. Define performance management and its dimensions.
2. Behavior-based expectations with specific criteria.
3. Build ownership and accountability of the work.
4. Five roles of coaching.
5. Feedback sessions and appraisals with specific behaviors.
6. The STAR method for providing feedback.



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Why Do We Measure?

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“Without data, you’re just another person with an opinion.”



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It's Your Turn

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Think of a time when you did your best work. What made it possible?



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What is Performance Management?

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Performance management is a system by which a set of objectives and activities meet your municipality's goals in an effective and efficient manner.



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At Your Office...

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- List 2 – 3 goals set at your workplace

- _____
- _____
- _____

- Challenges and barriers

- _____
- _____
- _____



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Core Competencies for FL City Clerks and Assistant City Clerks

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- Key Legal & Compliance Competencies
- Administrative & Technical Competencies
- Professional Soft Skills & Interpersonal Competencies
- Professional Certifications in Florida



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Be Nice to Penny

Be Nice to Penny

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How are These Different?

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Competencies = Capabilities, Skills	Behaviors = Observable, Measurable Actions	Tasks = Specific Duties, Job-Related Activities
Communication, accountability, problem solving, citizen focus, teamwork	Listens before responding, explains information clearly	Responds to citizen inquiries, prepares reports, processes paperwork for elections



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**PAST BEHAVIOR
PREDICTS
FUTURE BEHAVIOR**

Past Behavior

Training
Goal Setting
Modeling

Future Behavior



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Eye Candy



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Expectations

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Task/Job Duty	Expectation/Performance Standard
I. Answer telephone	I. Answer phone by 3 rd ring using these protocols: • Greeting: "Good morning (or afternoon)." • Identify office: City Manager's Office • Identify yourself: "Susan Scott speaking." • Offer help: "How may I help you?"
Draft one of your own	



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Building Ownership & Accountability

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Your office practices = Ownership +
Accountability

What does this mean?

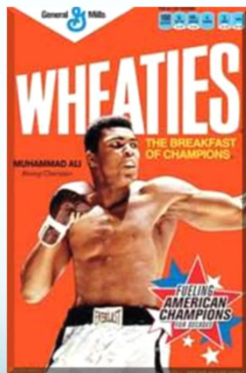
How do you make this equation work?

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The Breakfast of Champions

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Feedback is information about performance or behavior that is used to determine improvement or next steps.

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5 Coaching Roles

Educating

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Coaching

Mentoring

Counseling

Confronting



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SMART GOALS

SET SMART GOALS. TAKE ACTION. ACHIEVE SUCCESS.

S SPECIFIC	BE CLEAR AND SPECIFIC. Define exactly what you want to achieve.	ASK YOURSELF: What do I want to accomplish?
M MEASURABLE	MAKE IT MEASURABLE. Use numbers or criteria to track your progress.	ASK YOURSELF: How will I know when I reach my goal?
A ACHIEVABLE	KEEP IT ACHIEVABLE. Set a goal that is realistic and within reach.	ASK YOURSELF: Is this goal realistic for me?
R RELEVANT	MAKE IT RELEVANT. Choose a goal that matters to you and aligns with your priorities.	ASK YOURSELF: Why is this goal important to me?
T TIME-BOUND	SET A TIME FRAME. Give yourself a deadline to stay focused and motivated.	ASK YOURSELF: When will I achieve this goal?

A GOAL WITHOUT A PLAN IS JUST A WISH.
SET SMART. STAY FOCUSED. SUCCEED.

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• What is Behavior? •

Behavior is an observable action or reaction;
anything said or done.

Behavior is a FACT.

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S **Situation**

T **Task**

A **Action**

R **Result**

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Behavioral Recognition

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1. In the project planning meeting, Dana showed poor leadership and did not communicate well. One of her staff members said he was tired of her “constant downgrading” of his efforts.
2. Of all team members in that department, Bill’s the best. He’s the one person who can be trusted to get the job done right.

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A Question to Consider ...

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**What evidence will I accept
indicating successful
implementation of a goal?**

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Providing Feedback Preparation

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1. Describe the performance and/or opportunity you will be discussing with your team member. Include details of specific actions.
2. What data sources will you be using? (direct observation, third party report(s), work products, self-reports)
3. Describe the team member you will be coaching/mentoring (attitude, background, experience, etc.)
4. How will the team member likely receive the information?
5. Describe where and when you plan to meet with this team member.
6. How will you go about putting the team member at ease?

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Quote for Closure:

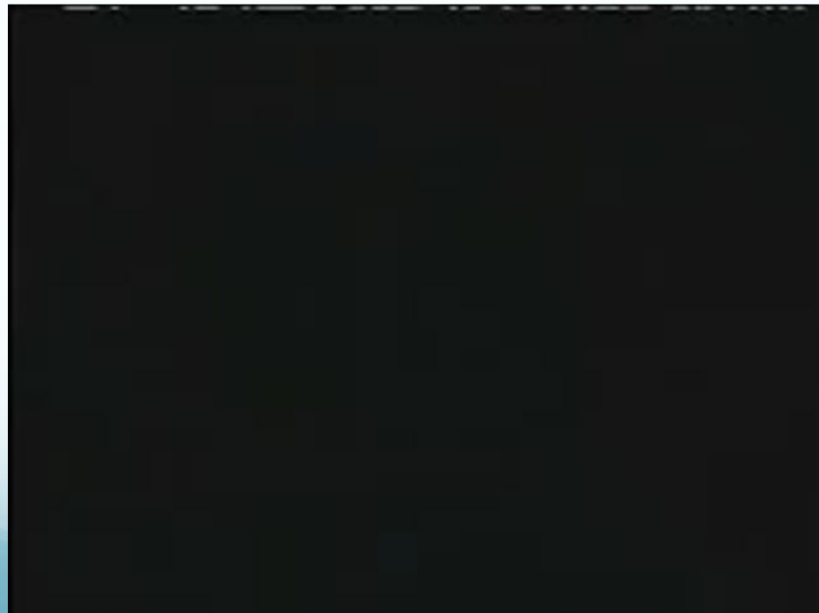
"Excellence is the gradual result of always striving to do better." — Pat Riley



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Ultimate Coaching



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**We hope you found this course
to be excellent!**

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What are one or two ideas to take with you?



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- Management consultant and trainer
- Experience with FL county and municipal governments
- Background: former director of the Florida Institute of Government in SW Florida
- Co-coordinated the Florida Certified Election Professional Program – 2 awards
- Certified in bullying awareness and prevention



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