

WRAAA Supervisory Course

Module 5: Conducting Performance Reviews and Correcting Performance Problems

Module Summary: This module begins with an examination of performance reviews, including the necessary steps, a sequence of how to conduct the meeting, strategies for reflecting upon an employee, methods of building upon an employee's strengths and mitigating an employee's weaknesses. It then reviews the WRAAA's performance review policies.

Learning Objectives:

Participants will be able to:

1. Identify the separate steps of a performance review
2. Explain the strategies to build upon an employee's strengths
3. Explain the strategies for mitigating an employee's weaknesses.
4. Explain WRAAA's performance review policies
5. Explain WRAAA's discipline policies
6. Identify the main causes for poor employee performance
7. Explain at least 4 strategies for improving employee performance

Module Structure

Name:	Content Description & Link:	Instructional Techniques:	Time Allotted:
Unit Opening	<p>State: Performance reviews can be a little awkward for both managers and employees.</p> <p>As we approach this subject, we'll get into some best practices. Before we dig in too deep, let's watch a quick video.</p> <p>Notice the difference in perspective from the supervisor and the employee.</p> <p>Show participants the "Awkward Performance Review" video.</p> <p>https://www.youtube.com/watch?v=gdp4sPviV74</p>	Direct instruction, Multimedia	5 minutes
Conducting a Performance Review	<p>State: Let's take a look at the steps you should take to conduct a performance review.</p> <p>Show participants the How to Conduct a Performance Review PowerPoint.</p>	Direct Instruction	15 minutes

	Allow participants time to ask questions following the PowerPoint.		
WRAAA's policies regarding Performance Reviews	<p>State: Let's look more specifically at the Western Reserve Area Agency on Aging's performance review policies.</p> <p>Show participants the Performance, Discipline and Professional Development module from Orientation</p> <p>Allow participants to ask questions following the PowerPoint</p>	Direct Instruction	15 minutes
WRAAA's Performance Appraisal Form	<p>Walk participants through the agency's performance appraisal form.</p> <p>Allow time for asking / answering questions.</p>	Direct Instruction	15 minutes
WRAAA's Performance Improvement Plan form	<p>Walk participants through the agency's performance improvement plan.</p> <p>Allow time for asking / answering questions.</p>	Direct Instruction	15 minutes
Understanding Underperformance	<p>State: We've talked some about mitigating an employee's weakness. However let's take a deeper look at why some employees underperform.</p> <p>Show participants "Why Your Employee is Underperforming - Your Practice Ain't Perfect" video</p> <p>https://www.youtube.com/watch?v=-uhGH0X8eQ4</p> <p>Review the three most common reasons an employee may underperform:</p> <ol style="list-style-type: none"> 1. The employee is undersupported 2. The employee is in the wrong role 3. The employee may have a lack of accountability 	Multimedia	5 minutes
Correcting Performance Problems	<p>State: Let's look at some strategies for correcting employee performance problems</p> <p>Show participants the Correcting Employee Performance Problems PowerPoint</p> <p>State: We can see another perspective on handling these type of issues in the following video.</p>	Direct Instruction, multimedia, Group discussion	40 minutes

	<p>Show participants the “Four Questions to Help you Manage Poor Performance”</p> <p>https://www.youtube.com/watch?v=S6HcMJDWCeo</p> <p>Review the video with participants.</p> <p>Four questions to ask yourself to understand the root of poor performance:</p> <ol style="list-style-type: none">1. Does the employee understand my expectations?2. Is there something outside of their control affecting performance?3. Does the employee know that they are not meeting expectations?4. Am I contributing to the problem? <p>State: Finally let’s take a brief look at the difference between being a supervisor and a leader in terms of handling poor employee performance.</p> <p>Show participants “How to Handle Poor Employee Performance Constructively – Leadership Training” video.</p> <p>https://www.youtube.com/watch?v=B3D4Z-b0Zxo</p> <p>Review the video with participants.</p> <p>Three Ways to Deal with Performance Problems:</p> <ul style="list-style-type: none">• Redirect - Helping inexperienced employees or experienced employees working on a new task. (Retraining process)• Review and Coach – For inexperienced and experienced employees. Help the employee think through their issue and what they can do to solve it with your direction.• Reprimand – Used when you’ve done redirection or coaching; generally for experienced employees.		
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	<p>Ask the participants: Why do you believe it is important to reaffirm an employee after reprimanding them?</p> <p>How else might a leader act versus simply a supervisor?</p>		
Wrap-up	<ul style="list-style-type: none"> • I CAN identify the separate steps of a performance review • I CAN explain the strategies to build upon an employee's strengths • I CAN explain the strategies for mitigating an employee's weaknesses. • I CAN explain WRAAA's performance review policies • I CAN explain WRAAA's discipline policies • I CAN identify the main causes for poor employee performance • I CAN explain at least 4 strategies for improving employee performance 	Group Discussion	5 Minutes