2013 NACM Annual Conference

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Agenda

- **Situation:** Why improve performance management in the courts?

- **Objective:** Raise the bar on employee performance fairly and consistently.

- **Timing:** 18 months

- **Implementation:** The key steps, from our first plans through utilizing performance calibration as the catalyst for organizational change

- **Tools:** Performance management tools to sustain change
Balanced Performance Management

*Defined*

- A system of fair and reasonable performance expectations and feedback.
- An open, consistent, collaborative process that promotes continuous improvement.
What challenges do you face in managing staff member’s performance?
Why improve performance management?

- Supervisors were inheriting problem employees through lateral transfers
- Employees failing probation
- Performance review ratings seen as unfair and inconsistent across the organization
- Employee behavioral problems were going unaddressed
Best Performance Practices that Ensure High Performance

Judicial Branch Foundational Principles

- District Court Vision & Mission
- Core Values
  - Integrity
  - Diversity
  - Relationships
  - Optimization of Resources
  - Innovation
- Position Descriptions

Performance Management Best Practices

- Trust
- Confidentiality
- Recognition
- Peer Reviews
- One-Up Meetings
- Calibration Meetings

Evaluation Execution

- Employee Performance Reviews
  - Self Evaluations
  - Actual vs. Expected Performance
  - What is going well?
  - Opportunities for Improvement
  - Career Development
Our Vision: Change agents with enhanced skills through open, consistent and collaborative performance discussions.
Performance Calibration

*Defined*

When a group of managers and/or supervisors responsible for conducting employee performance reviews discuss each employee’s performance rating and the supervisor’s/manager’s reasons for that rating.
Performance Calibration

Why do this?

- To provide managers/supervisors with an opportunity to reach agreement on consistent performance ratings for similar positions across all lines of business and court divisions.

- To provide a common language, understanding and application of performance ratings to ease communication and ensure accountability.

- To empower managers/supervisors to have candid and constructive performance meetings with their direct reports – even when the conversations may be difficult.

- To inspire managers/supervisors to critically assess the standards employees are achieving across an organization.
Performance Calibration

Why do this?

“If we want to use our performance ratings as input to decisions such as pay, bonuses, promotions and disciplinary actions...they had better be right! I have seen many organizations open themselves up to significant legal and financial consequences because their performance management system contained inherent biases or a disorganized application of standards.”

– Dr. David Farrar
Let’s calibrate some supervisor performance reviews
Peer Feedback

What is necessary to change a person is to change his awareness of himself.

– Abraham Maslow
Peer Feedback

- Evaluation form to be completed by peers and managers during an employee’s performance review process.
- Unlocks information about how an employee is perceived by those around them.
- Awareness is a prerequisite for acknowledgment and change.
- Creating a culture of openness is a step towards a more effective and engaged workforce.
Star Model

For describing behavior

- **Situation**
  - The environment in which the behavior happens

- **Task**
  - The reasonable expectations of what should be done

- **Action**
  - What was actually done.

- **Result**
  - The effect on the organization, colleagues, and customers
Jane Johnson, Court Operations Manager is derailing

- Performance Review w/Needs Improvement Ratings
- 3.15.13 Oral Reprimand
- 4.15.14 Written Reprimand
- 6.26.13 Two-day Suspension
- 6.26.13 Performance Improvement Plan
- 5.28.13 Written Reprimand
- 7.2.13 Employee Transfer of Learning Form
- 8.30.13 Re-Evaluation of Employee Progress
The Results of Balanced Performance Management

1. Increased employee productivity and ownership over delivering results

2. Managers/supervisors set the bar higher on hiring the right people for the right positions and results are delivered

3. Addressing difficult issues and creating transparency in the coaching and performance review process - Managers/supervisors are more open and willing to admit they have employees who are having performance problems and seek feedback from colleagues on how to help them improve.

4. Raising the bar on employee performance - We have set higher performance expectations across the board.

5. Improving employee accountability - The ones we want to stay, stay, the ones we want managed up or out are managed up or out.