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Supervision and Performance Management

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Presented by
Carlye Christianson
Senior Counsel and Director of Special Projects
carlye@nonprofitrisk.org
202 785 3891

“Most of what we call management consists of making it difficult for people to get their work done.”

Peter F. Drucker
Supervision and the workforce

• What is supervision
  – Overseeing productivity and progress
  – Coaching and mentoring

• Risk management tools that foster effective supervision
  – Policies
  – Training
  – Culture

The power of supervision

• Satisfaction with pay, benefits, learning, development, and advancement may not be enough to keep an employee.

• Poor supervision overcomes all and leads to turnover.

Risks of Ineffective Supervision

• Lowered productivity, loss of business and decreased morale
• Increased turnover
  – Why employees leave their jobs
• The impact of the poor performer
Basics of effective supervision

Provide each employee
- Performance requirements and standard procedures
- Defined parameters, measurable goals and concrete deadlines
- Accurate monitoring, evaluation and documentation
- Specific feedback
- Fairly distributed rewards and detriments

Being SMART

- Make sure goals are:
  - Specific clear and understandable
  - Measurable verifiable and results oriented
  - Attainable
  - Relevant to the mission
  - Timebound with a schedule and milestones

Keys to effective supervision

1. Provide support for development
2. Establish open door policy and one on one meetings
3. Praise and encourage
4. Set high expectations
5. Require accountability
Keys to effective supervision continued

6. Ensure understanding and buy-in to mission and vision
7. Instill independence
8. Share
9. Create ownership
10. Evaluate strengths and weaknesses

What is performance management?

• An ongoing process –
  – Sets clear and specific performance expectations
  – Provides periodic formal and informal feedback
• A strategic tool
  – Supports decisions regarding training, development, compensation, promotions, reductions in force, terminations

Benefits of performance management

• Benefits
  – For employee
  – For manager
  – For organization
• The burdens????????
Goals of performance management

- Allow employees to develop to full potential
- Allow organization to have informed and accurate information regarding career development, training needs, etc.
- Information developed in setting that allows employees to not be defensive and to respond favorably to feedback

Basics of an effective program

- Responsible supervisor
- Performance criteria
- Communication
- Continuous feedback
- Coaching
- Career path
- Link to compensation?

Common problems of performance management

- Lack of management support
- Perception
- Failure to follow through
- Failure of expectations
- Failure to communicate changes
- Lack of consistency
Concerns of rating systems

- Lack of differentiation
- Subjective evaluations
  - Recency
  - Halos/horns
  - Personal bias
  - Inaccurate information

Numerical scaling

Consider using a five point scale

0 = Does Not Meet
1 = Sometimes Meets
2 = Meets
3 = Sometimes Exceeds
4 = Always Exceeds

Recognizing ineffective reviews

- No below-average ratings
- Merit increases clustered around average
- High performers leaving for better opportunities
- No individual goal setting
- No employee relations issues related to honest feedback about low performance
Auditing your system

• Stay interviews
• Exit interviews
• Opinion surveys

Special issues

• Remotely working employees
• Using financial controls to supervise
• Fraud controls

• Following through

Questions

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Next Month’s Third Thursday

Peaceful Endings:
Managing the End of the Road

April 21, 2011
2 p.m. eastern

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