

# Performance Management Process

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## Welcome to the Performance Management Process

The Performance Management Process defines the steps for coaching and discipline employees. The two paths for coaching accommodate various situations. "Coaching - responding to performance improvement needs", deals primarily with performance improvement. "Coaching - Initiating alternatives", focuses on coaching for an immediate change of behavior.

This document contains material related to the Performance Management Cycle, the step by step path of the Performance Management Process and supplemental forms and tools that work with the process. You will also find a great article about "Partnering for Performance."

We know these resources help you create and maintain an environment of Performance Management and take your team to the next level.



### Table of Contents

The Performance Management Cycle .....	3
Performance Management Process.....	5
Self Discovery Steps for Coaching.....	8
Performance Improvement Plan (PIP) .....	9
Employee Notice of Corrective Action .....	10
Employee Departure Documentation Form.....	11
All about Wall Meetings.....	12
At a Glance - Performance Management Tracking.....	16
Partnering for Performance.....	17
Resources.....	21

## **The Performance Management Cycle**

The Performance Management Cycle has four elements: Setting goals and objectives, providing ongoing feedback, coaching, and performance reviews. These elements are described below.

### **Setting goals and objectives**

The first element of the cycle is setting goals and objectives. This phase includes supervisor - employee meetings and discussions about the goals and objectives that will be measured during the review period. One of the most important parts of the performance management process is the communication of these goals and objectives. If the representative is a new employee, the goals and objectives are clear; the efforts are focused on the employee meeting goals to be effective at their new position. If the representative is a more tenured employee the focus will be on meeting or exceeding existing goals, setting new goals and ongoing development. The purpose of this meeting is to come to an understanding of the primary functions and the levels of performance expected for "Good" performance. The supervisor and the employee work to resolve any items that are unclear. Any activities included in the development plan are also discussed. Employee input is encouraged. However, management retains the authority and responsibility for determining the content of the work plan. These goals and objectives become the road map for success for the manager and employee.

### **Providing Ongoing Feedback**

The second element of the cycle is ongoing feedback. Managing includes day-to-day supervision, training, reinforcing, tracking actual performance, and discussing employee progress toward achieving the performance expectations of the goals and objectives. Supervisors must provide feedback related to these day-to-day findings in order for the representative to be aware of their performance. Ongoing feedback provides opportunities for the team member to improve. This feedback does not have to take up a lot of time, but it should be specific, timely and consistent.

### **Coaching**

Using the Performance Management Cycle managers and supervisors must observe behaviors and then coach to improve performance. Coaching is best done in a one-on-one setting using self discovery dialog. By coaching throughout the review period supervisors provide opportunities for team members to reach and exceed their performance goals and objectives.

## Performance Reviews

At the end of the review period, the supervisor and team member meet to discuss each performance expectation and the employee's actual performance and results. This is the annual performance review. A performance rating is assigned for each principal function based on the comparison between the performance expectation and the employee's actual performance. An overall evaluation is also assigned. New goals and objectives are created based on the level of performance displayed during the review period.



## Performance Management Process

This document defines our Performance Management Process, and specifies the steps we will follow to coach and discipline our employees. The two paths for coaching listed below will accommodate various situations. The first deals primarily with performance improvement and the second focuses on coaching for an immediate change in behavior.

### Coaching – Responding to Performance Improvement Needs

The following flow will be used when an employee is not achieving set goals on any individual indicator. The purpose of this process is to produce a higher level of performance in a given area.

#### \* Follow Up Step

**Complete this step after every performance management step in the timeline agreed upon with your manager.**

*More specifically, follow up is to occur a minimum of every 2 weeks, but can be weekly or daily depending upon the nature of the performance issue and whether the root cause has been confirmed to be a competence or commitment.*

- Review performance
- If performance has not improved or decreased in this metric, move to the next step in the Performance Management Process.
- If performance has improved provide **feedback on the improvement achieved** and **additional recommendation(s)** for continued improvement. **Document improvement.**
- Note:** With improvement Additional coaching sessions will occur that will not be considered Verbal Warning or corrective action. Only move to the next step in the process if the representative fails to TRY and achieves no performance improvement.

Step	Action	Resources/Owner
Identify Opportunity for Improvement	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review stats</li> <li><input type="checkbox"/> Collect documentation</li> <li><input type="checkbox"/> Prepare for coaching session</li> </ul>	- Performance data, reporting information, documented monitoring  <b>Owners:</b> Supervisor
Action Plan	<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet with agent for coaching session</li> <li><input type="checkbox"/> Self-discovery discussion</li> <li><input type="checkbox"/> Document improvement solution</li> <li><input type="checkbox"/> Agree upon follow up actions and time lines. <i>(These follow up actions will be for both the rep and the supervisor.)</i></li> <li><input type="checkbox"/> Complete documentation of session for employee file</li> </ul>	- Performance Improvement plan -Self discovery check list Goal Translation document  <b>Owner:</b> Supervisor with Manager's direction

<b>Follow Up *</b>		
Verbal Warning	<input type="checkbox"/> Meeting with agent for coaching session <input type="checkbox"/> Review performance with the agent <input type="checkbox"/> Self-discovery discussion <input type="checkbox"/> Document improvement solution <input type="checkbox"/> Agree upon follow up actions and time lines <input type="checkbox"/> Complete documentation of session for employee file	- Performance improvement plan with updated information -Self discovery check list - Updated Goal Translation document  <b>Owner:</b> Supervisor with Manager's direction
<b>Follow Up *</b>		
Written Warning	<input type="checkbox"/> Write written warning <input type="checkbox"/> Review performance with the agent <input type="checkbox"/> Self-discovery discussion <input type="checkbox"/> Document improvement solution <input type="checkbox"/> Agree upon follow up actions and time lines <input type="checkbox"/> Complete documentation of session for employee file	- Performance improvement plan with updated information -Self-discovery check list - Updated Goal Translation document Written warning document  <b>Owner:</b> Supervisor with Manager's direction
<b>Follow Up *</b>		
Final Written Warning	<input type="checkbox"/> Write written warning <input type="checkbox"/> Review performance with the agent <input type="checkbox"/> Self-discovery discussion <input type="checkbox"/> Document improvement solution <input type="checkbox"/> Agree upon follow up actions and time lines <input type="checkbox"/> Complete documentation of session for employee file	- Performance Improvement plan with updated information -Self discovery check list - Updated Goal Translation document - Final written warning document  <b>Owner:</b> Manager with Supervisor's input
<b>Follow Up *</b>		
Termination	<input type="checkbox"/> Collect and confirm documentation <input type="checkbox"/> Sign off from Site Director <input type="checkbox"/> Delivery	Supporting Documentation  <b>Owner:</b> Manager with Supervisor's input

## Coaching – Initiating Alternatives

Issues covered by this process require related to violations of policies or abuse of resources. For example, instances when a representative is rude to a customer or found falsifying documentation. The following flow will be used when an employee is not achieving set goals on any individual indicator. The goal of this process is to produce a higher level of performance in a given area.

<b>Step</b>	<b>Action</b>	<b>Resources/Owner</b>
Identify Issue	<input type="checkbox"/> Collect documentation <input type="checkbox"/> Prepare for coaching session	- Supporting documentation  <b>Owner:</b> Supervisor with Manager's direction
Final Written Warning	<input type="checkbox"/> Delivery of final written warning <input type="checkbox"/> Complete documentation of session for employee file	- Final written warning documentation  <b>Owner:</b> Manager with Supervisor's input
<b>If behavior occurs again terminate employment.</b>		
Termination	<input type="checkbox"/> Collect and confirm documentation <input type="checkbox"/> Sign off from Site Director <input type="checkbox"/> Delivery	- Supporting documentation  <b>Owner:</b> Manager with Supervisor's input

## Self Discovery Steps for Coaching

Following these steps in a coaching or feedback session creates consistency and builds commitment to change and improvement. Leading the representative through this thought process strengthens understanding and builds ownership to improve performance.

### 1. Explain the purpose of coaching or feedback

- ☑ "I'm here to help you improve on *specific area*."
- ☑ "We are here to go over several of your calls."
- ☑ "Let's discuss how we can improve your average handle time."

### 2. Ask for team member's assessment of their performance

- ☑ "Do you remember this call?"
- ☑ "What did you do well?"
- ☑ "Is there anything you would do differently?"

### 3. Offer feedback

- ☑ Use the name of the person you are addressing.
- ☑ Be timely
  - *Remember feedback is like oatmeal; it's not any good cold.*
- ☑ Be Specific
  - *What task or activity did you observe?*
- ☑ Tell how you feel
  - Avoid words with strong emotional connotations; strong words can damage your relationship with the employee

**Example:** *Bob, I'm concerned that you didn't include the branding scripting in your last call.*

### 4. Recap

- ☑ "I agree with you on *the specific area they did well*."
- ☑ "I agree with you on *the specific area of improvement*."

### 5. Check for understanding

- ☑ "Can you see why this is important to our customers and our business?"

### 6. Get commitment

- ☑ "What are we going to do going forward?"
- ☑ "How should this area change?"

*YOUR  
COMPANY  
LOGO  
HERE*

## **Performance Improvement Plan (PIP)**

\_\_\_\_\_  
**EMPLOYEE NAME**

\_\_\_\_\_  
**DATE**

### **AREA OF OPPORTUNITY**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **PERFORMANCE EXPECTATIONS**

Goals/Objectives \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **MEASUREMENT(S)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **TIME FRAME FOR COMPLETION**

Expected Improvement Date: \_\_\_\_\_

Follow-Up Date: \_\_\_\_\_

### **SPECIFIC CONSEQUENCES**

Improvement toward the goal/objective is expected. You will be subject to further disciplinary action, up to and including termination if improvement has not been met.

\_\_\_\_\_  
**Manager's Signature**

\_\_\_\_\_  
**Manager's Signature**

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## Employee Notice of Corrective Action

**Employee's Name:** \_\_\_\_\_  
**Title:** \_\_\_\_\_  
**Date:** \_\_\_\_\_

**Check (√):**      \_\_\_ Verbal                      \_\_\_ Written                      \_\_\_ Final Written

**Issue (√):**    \_\_\_ Quality      \_\_\_ Production      \_\_\_ Attendance      \_\_\_ Policy      \_\_\_ Other

### Statement of Facts:

*Example:*

*David was not present at 7:45a.m. for the pre-shift meeting.*

### Prior Notices:

*Example:*

*David was late on the following dates: \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_.*

### Expected Performance and or Conduct:

*Example:*

*Everyone is expected to be present and logged in 15 min. before their scheduled shift starts.*

### Employee Acknowledgement:

I understand the expectations outlined above. Immediate and sustained improvement is required. I further understand that failure to follow company policy and expectations as outlined above will result in further disciplinary action up to and including termination of employment.

### Follow Up:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Employee Signature:**

**Manager Signature:**

**Witness Signature:**

\_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_



## All about Wall Meetings

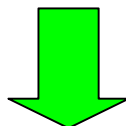
In order to impact positive change using the Performance Management Process managers must ensure that their team of supervisors has specific plans for improvement for individual team members. Having everyone on the same page and knowing what issues exist can be a lifesaver in the Call Center environment. The passage below describes one manager's challenge and provides a solution in the form of Wall Meetings.

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As a manager, it was my job to create an urgent, real-time environment, in an atmosphere of total situational awareness, time sensitive planning, and crisp execution. My team needed to be aware of any strategic priority shifts, and an opportunity to spend some time with me to ask questions, bounce ideas around, and game plan for the next day.

The above sounded good in theory, but it was a constant struggle to ensure the above standard was met. Communication was sketchy, planning was limited, and my sups were all operating off a different playbook. By the above not happening, it hurt my team and our performance, the organization, and prevented us from realizing our true potential.

I needed a structured process that would enable me to align 12 different supervisors, and 12 different shifts while efficiently and effectively accomplishing all outlined objectives. I found my solution in a "Wall Meeting". It's was simple, easy to use, and provided me with a forum for communication, performance management, and a better way to do business.



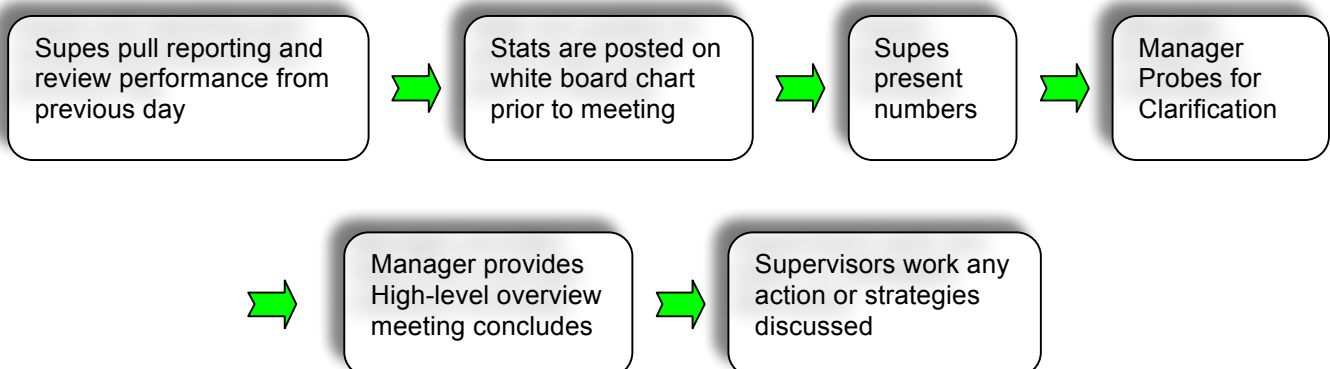
## Wall Meeting Outline and Sample Agenda

A Wall meeting is a brief daily meeting of the management team to review the current stats of the whole group, and then identify the actions needed to meet the set performance goals. These meetings are focused on a chart of stats documented each day on a white board hung on the wall; Hence it is a "Wall Meeting".

**Objective:** The meeting provides the front line supervisors an opportunity to provide the Manager or Site Director with a current state of *their business*. This consistent forum for communication promotes situational awareness for team and site level performance. It also encourages discussion of where performance currently is, where it needs to be and the *specific* steps being take to reach and exceed the set standards. The process ensures a big picture understanding, and aides in goal alignment between front line supervisors, Quality Assurance staff and Sr. Management.

Here are the steps for setting these valuable meetings up with your team:

- ↪ **Step 1** Determine Meeting Location (preferably away from the floor)
- ↪ **Step 2** Determine what Key Performance Indicators you want to review daily (Quality Statistics, Retention Statistics, etc.)
- ↪ **Step 3** Establish Meeting Time
  - *Be as consistent with the time as possible*
  - *Choose a time when the whole management team and the quality team can attend*
- ↪ **Step 4** Set Meeting Expectations
  - The meeting is not the time to look at the numbers; it's time to present them.
  - Analysis should be completed prior to the meeting. This is the responsibility of all team members including the Manager or Site Director.
  - The meetings will be quick and focused on stats and actions to improve those stats.



## Example Questions for the Wall Meeting

Here are some questions to present to your team. The supervisors should be aware of the types of questions you are going to ask about the stats to help them prepare to answer in email meeting.

<b>NOT MEETING GOAL</b>	<b>MEETING OR EXCEEDING GOAL</b>
<b>How many representatives on your team fell short of the goals?</b> <ul style="list-style-type: none"> <li>• Which goals?</li> <li>• Why? (effort, ability or environment)</li> </ul>	<b>How many representatives on your team met or exceeded the goals?</b>
<b>How many sales where they down?</b> <ul style="list-style-type: none"> <li>• Why?</li> <li>• Were they aware of how close or far from goal they were throughout the day?</li> </ul>	<b>What Techniques are the representatives using to make them successful?</b>
<b>How long has this particular representative been falling short of their goals?</b> <ul style="list-style-type: none"> <li>• Why?</li> </ul>	<b>What techniques are you using to support their success?</b>
<b>What are your plans to get your team members to meeting the goals?</b>	<b>How are we recognizing their achievement?</b>
<b>If your team closed below goal, how many sales was your team down?</b>	<b>How can their success help other members of the team?</b>
<b>What specific actions are you taking with the representatives who have fallen short?</b>	
<b>What are you going to do differently today to ensure they hit goal?</b>	
<b>How many monitors/coaching forms have you completed and provided feedback on?</b>	

## Example Chart for Wall Meeting/Steps for Supervisors

Supervisor	Retention	X-Sell	AHT/Wrap	Absence	# of Monitor	Calibration
Supervisor 1						
Supervisor 2						
Supervisor 3						
Supervisor 4						
Supervisor 5						
Supervisor 6						

**Step  
1**

**Supervisors write previous day statistics on the dry erase board.**

**Step  
2**

**Supervisors present metrics to the Site Director.**

Discussion should include:

- Where the team is in relationship to performance
- Where the team's performance needs to be
- What actions are being taken to get to the goals

**Step  
3**

**Site Director provides high-level debrief for the Site, after all supervisors have debriefed**

**Step  
4**

**Meeting Closes**

## At a Glance – Performance Management Tracking

This document is designed to increase visibility and awareness for supervisors. It functions as a tool for inspection for managers and clients to verify performance management is progressively occurring.

The form should be available for inspection in hardcopy, or located on a shared drive in Excel format for weekly updates. Supervisor specific usage guidelines are located in the actual document, and outline step by step how the form is to be filled out.

It is simple, easy to use, and can provide your organization at-a-glance inspection capabilities.

Representative's Name	Current State	Week Ending (Date)	Week Ending (Date)	Week Ending (Date)	Week Ending (Date)	Week Ending (Date)	Week Ending (Date)
Rep 1 - example	None		PIP-Q		WW-Q		
Rep 2							
Rep 3							
Rep 4							
Rep 5							
Rep 6							
Rep 7							

### Table Key

**Current State:** Place the level of the corrective counselling process the employee is currently on.

*Example:*                    **PIP** = Performance Improvement Plan  
                                       **VW** = Verbal Warning  
                                       **WW** = Written Warning  
                                       **Final** = Final Written Warning  
                                       **Term** = Termination

**Week Ending:** Any time an employee escalates to the next step you would label what they were escalated to under the appropriate week.

*Example:*                    **PIP Q**

**Labeling:** Next to the Type of Warning note the performance issue the write up was documented for.

*Example:*                    **Q = Quality P = Performance A = Attendance**  
                                       **DMA = Director/Manager Approval**

**Note \*\*** The only deviation from the performance management process can occur through Director or Manager approval.

## Partnering for Performance

***"The difference between a boss and a leader: a boss says, 'Go!' – a leader says, 'Let's go!'"***

***E. M. Kelly***

- Are you a boss or a leader?
  
- Do your employees see you as part of the team or as looking over it?
  
- How would your team members define your management style?

I ask these questions as a challenge, and offer the opportunity to take a look at your manager/team member relationships.

Merriam-Webster states that a boss is someone who exercises control or supervision; someone who dictates policies. A leader is someone who guides or directs operations, activities, or performance; someone who goes at the head or goes first.

Now think about the bigger picture – how your management style affects your direct reports and Call Center team. Which person are employees more likely to trust, go to with problems and concerns, or listen to?

I'm guessing that you, as well as your team members would be more likely to approach a leader. Although there are times when a manager must exercise authority, on a day-to-day basis a leadership approach will foster a team feeling and eliminate the "us versus them" perception often associated with the manager/subordinate relationship.

The relationships you develop with your direct reports can make or break the success of your team. Developing solid relationships with your employees creates an environment of teamwork, productivity and success. This environment encourages feedback for improvement. Performance issues and areas of opportunity and achievement are no longer an uphill battle, but rather an effort between partners. This is referred to as "Partnering for Performance".

### **What is Partnering for Performance?**

A partner is someone who participates in a relationship in which each member has equal status. The partnership for performance focuses on the actions of manager and team member for successful achievement of workplace goals. These goals can be related to areas such as improved quality, efficiency, or even ongoing career development. As partners, both manager and employee work together to create the solutions.

Partnering for performance is centered on building relationships and allows managers to create a relationship with your subordinate that harvests success. Communication is one of the key elements to building relationships and tools for building relationships through communication may be easier than you might think.

## Communicate to Foster Relationships

- ☑ Ask questions and get to know your team members
- ☑ Show interest in their personal and professional success
- ☑ Verbally recognize performance and achievements (**Be Specific**)
- ☑ Listen to the employee
- ☑ Set expectations for your team members
- ☑ Ask your team members their expectations of you as their leader
- ☑ Discuss how you will support team members in their performance, and what you expect in return
- ☑ Conduct regular one-on-one meetings to discuss performance, successes and future direction
- ☑ Set goals together
- ☑ Agree upon what both partners will do to achieve those goals

## What Partnering for Performance is NOT

Partnering for performance is **not** placing individuals on an action plan or performance improvement plan. Although these plans are components of management and necessary tools, without an established relationship you may meet resistance or be unsuccessful when enforcing them. Managers cannot create relationships with employees if the only conversations between them occur when there are problems or issues.

When partnering for performance, it is counter productive to deliver directives such as telling someone what they will do to solve the problem. Instead, a manager who is a partner would ask what he could do to help, what the employee's thoughts are for solving the problem, or what they think the next steps should be.

## Benefits of Partnering for Performance

The benefits are extensive. The partner relationship:

- ☑ Creates accountability for the team member as well as the manager.
- ☑ Defines responsibilities in the improvement or development processes.
- ☑ Establishes trust.
- ☑ Invites two-way dialog.
- ☑ Develops approachability for the manager.
- ☑ Involves the employee in their development path.

The message partnership sends is "I am on your side." "We are on the same team." And "We will work together to accomplish our goals."

## **When a Partnering Does Not Exist**

Managers who do not create a partnership often encounter resistance to coaching. More often than not, there will be an attitude of "us & them" toward management. The environment will look like a disconnected group of individuals working together rather than a team. The manager who does not build the partnership with their team members also may be perceived as unapproachable, which creates a dangerous territory. Team members will not feel comfortable discussing career goals, bringing up work environment issues, or making suggestions and that negatively affects the work experience. Finally, this manager will be revered only as a boss rather than a leader.

## **Reaping the Benefits**

In Call Centers, managers often spend 90% of their time dealing with the most challenging employees. Managers work to improve performance, attendance, and overall productivity, but the risk taken in focusing too much time on low performers is neglecting high performers or even steady performers. Like a snowball effect, the top performer may resent your neglect and cease to perform up to what has become expected. It is imperative for the manager to help low performers improve, encourage steady performers to become high performers, and inspire high performers to maintain their standards. One way of juggling all these tasks is to partner for performance. As a team leader, your job responsibilities include evaluating your team's performance and taking action based on that performance. A performance partner identifies employees on three levels (high performers, steady performers, and low performers) and determines a course of action to raise the bar performance standards.

By *partnering for performance* you can sustain the high productivity of top performers and develop your steady performing team members **into** top performers.

### **Top performers**

- Approach them about their success.
- Learn what they do well and share it with team members who are not as efficient.
- Discuss where they would like to go in their career.
- Ask their overall career goals and help them acquire the skills they need to move forward.
- Partner with them to make a plan for their ongoing development.

### **Steady performers**

- Acknowledge them for their ability to meet goals.
- Learn what they do well too.
- Provide them with the necessary support to exceed performance goals.
- Ask about their career interests and determine what skills they will need to acquire.
- Partner with them and establish a plan for continued development.

**Low performers**

- Continue to work with them to improve their skills.
- Determine if the obstacles to their success are related to SKILL or WILL (Is there more knowledge they need to succeed or more motivation?)
- Establish if they need more knowledge or motivation to succeed.
- Partner with them to plan for their improvement in skills.

Partnering for Performance is a tool like any other in the manager's tool box. It is a philosophy for success. Building relationships, commitments and productivity are the tangible rewards of the partner relationship. Partnering for performance is a worthwhile challenge that enables you to become a team leader. Go out there, partner for performance, and say "let's go!" Watch and see how many people will follow.

## Resources

[PRIDETEams.com](http://PRIDETEams.com)  
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