Performance Management

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Version 05.22

Outline

- **Coaching**
- **Counseling**
- **Mentoring**
- **Problem Employees**
- **Employees with Problems**
- **Motivation**
- **Marginal Performers**
- **Stress**
- **Personal Issues**
- **Substance Abuse**

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What are we talking about?

- Excessive use of sick time
- Citizen complaints
- Use of force
- Aggressive behavior
- Injuries on & off duty
- Refusal to perform
- Insubordination
- Substance abuse

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Causes of Unacceptable Performance

- Lack of Ability / Skills Deficiency
- Inability (Can't)
- Motivation (Won't)
- Medical Problems
- Guardian Angel Looking Out for Them
- Under Stress

Causes of Unacceptable Performance II

- Outside Priorities
- Domestic Issues
- Workplace Romance
- Excessive Force / Violence
- Loss of Interest
- Internal Conflicts
- Loss of Confidence … Fear

Causes of Unacceptable Performance III

- Criminal Conduct
- Evil
- Retirement In Place (RIP)
- Lazy
- Personal Choice
- New Employee – Still Learning

Three Career Stages

1. **<u>Rookie Phase</u>**
   - Idealistic
   - Help EVERYONE
   - Full of vinegar

2. **<u>Cynical Phase</u>**
   - Wake-up call (disillusionment, enormity)
   - 7 year itch
   - Politics

3. **<u>Maturity Phase</u>**
   - "It is what it is" -- How **<u>I</u>** do **<u>my</u>** job
   - Has made a difference
   - Small victories, priorities

When problems occur…………..

- Be PRO-ACTIVE (not re-active)
- Do not ignore the problems
- Do not suddenly "find religion"
- Does your boss have your back?
- Consequences for their behavior
  - Punishment
  - Positive rewards for GOOD behavior
- What is tolerated………….becomes allowed
- Follow-through

The 80/20 Rule

(Dealing with Problem Employees)

❑ **80% of the work is done by essentially 20% of the employees**

❑ **80% of the problems are caused by 20% of the employees**

❑ **Supervisors spend 80% of their time with the unproductive 20% --**

Everyone rows…..no free rides

"Only the guy who isn't rowing has time to rock the boat" – Jean-Paul Sartre

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Police Encounters

- TODAY - 5 cops a week are shot (hit)
  - Over 50% while attempting to make arrest
  - Over 50% caused by handguns

- More guns in the US than people.

- It's a DANGEROUS Job!

2019
(20&21 were strange due to COVID)

- Total 150 line of duty deaths

- 48 law enforcement officers died from injuries incurred in the line of duty during felonious incidents & 41 died from accidents.

- The average age of the officers who were feloniously killed in 2019 was 40 years old.

- The slain officers' average length of law enforcement service was 13 years.

SOURCE: Officer Down Memorial Page

https://www.odmp.org/search/year?year=2019

FBI – UCR – LEOKA

https://ucr.fbi.gov/leoka/2019/topic-pages/officers-feloniously-killed

3 Types of Employees

1 Ascendant

– Smallest group (10%)
– Workaholics
– "Company Men"
– On the fast track
– Self-starters

2 Indifferent

- The bottom 20%
- Get along with everyone, friendly
- Work to live (pay the bills)
- They slide by
- Minimal work level
- Never exceed the acceptable level
- Don't fall below either
 - No discipline

3 Ambivalent

– Biggest group in most agencies
– The "middle" 70%
– Procrastinators
– The "routine" becomes boring
– Antagonistic toward management

The Marginal Performer

- **Produces when it suits him/her**

- **It's not an issue of inexperience or lack of skills**

- **"Just getting by" is a badge of honor**

- **They are responsible for acts of commission as well as omission.**

- **Tip: You should PRAISE them when they perform effectively - in a timely fashion!*** Positive re-enforcement!

The "slow erosion" of acceptable performance
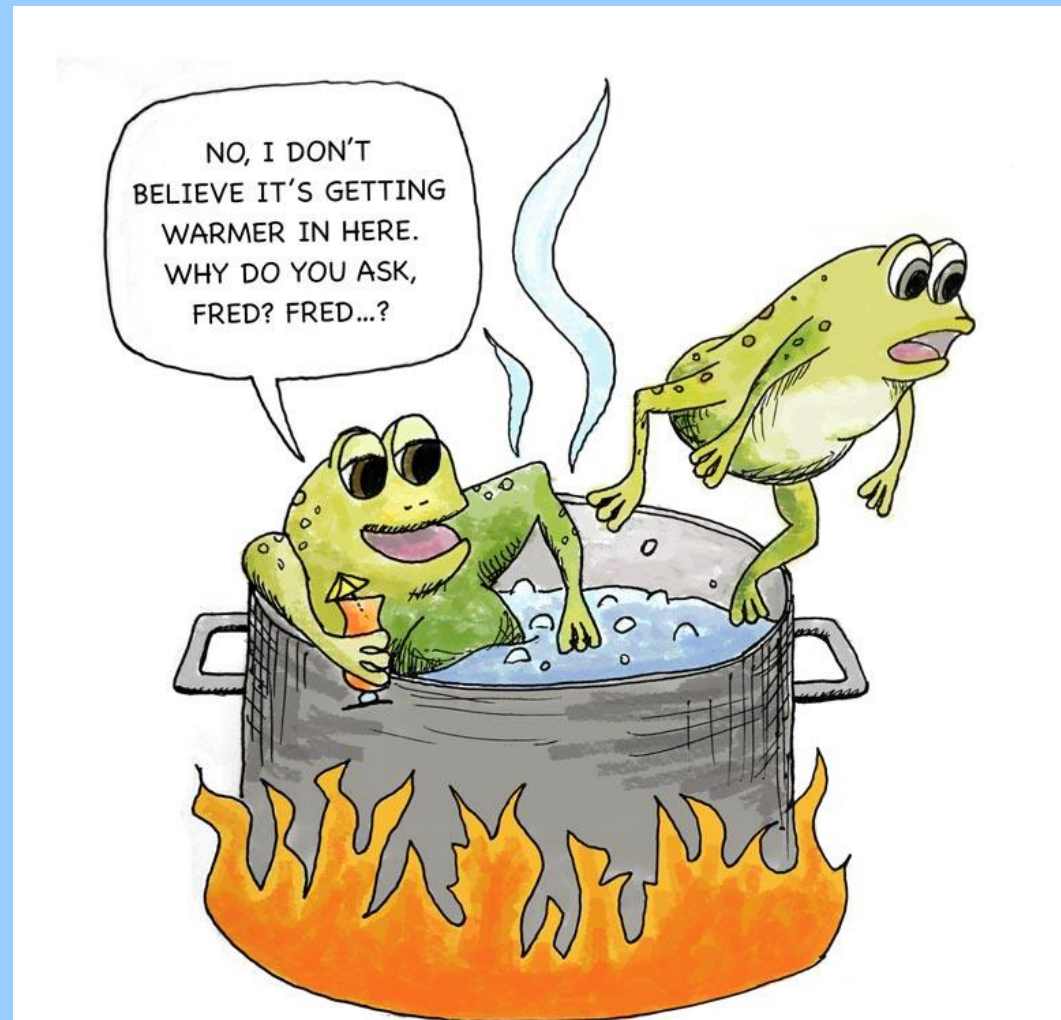
Supervision…………..

Zebras are worried about;

1) Eating enough food

2) Not getting eaten by a Lion

The Zoo Keeper is worried about;

1) The health of the animals

2) How many people bought tickets to the zoo today

3) Keeping the zoo clean

4) Paying the bills

5) Buying more food for the zebras

Speaking of zebras………..

Unicorns either…………
More likely……..It's a HORSE!!

5 MORE types -- Erudites

- **They have an opinion on everything**
  *Seldom at a loss for words (loquacious)
- **Intellectuals**
- **Low tolerance of others**

TIP = Acknowledge & use their contributions, give credit where credit is due.

Tyrants (Bullies)

- **Control oriented**
- **Manipulators**

* Do not respect <u>others (including boss)</u>

- **Personal attacks**

<u>TIP</u> = Confrontation - as often as is necessary – put them in their place!

Were you bullied in High School?

Call them by THEIR Name

"Don, does this work with other people?" "Barb, that's enough." "Sue, you're out of line." "Jose, back off." "Daryl, keep that gossip to yourself."

Do the "You"

Use the word "you" instead of the word "I"

- "Don't be so defensive," and you say, "I am NOT DEFENSIVE,"
- "I don't think that's fair."
- "I don't like that kind of language."

INSTEAD

- "What did you just say to me?" and then stop talking.
- Making people repeat their inappropriate remark lets them know they're not going to get away with insulting you.
- "What did <u>you</u> mean by that?"
- "How dare <u>you</u> !
- "Are you done!?" "Are you done…… yet?"

Defeatists

- **Like "Glum" --We're doomed---We'll never make it**
- **Cynical**
- **Chronic whiners**
- **Enjoys long winded theoretical discussions designed only to waste your time**
- **Refuses to take responsibility**

TIP = 20 second rule (Life is way too short)

Manipulators

- **Unethical**
- **Half truths & innuendo**
- **Play one against the others (for fun)**
- **Head games**

TIP = Investigate, pass judgment and refute (call them out)

** Give me three examples!

** Really? Who said that?

https://www.youtube.com/watch?v=7l2hn6HBzqI

Indecisives

- **Work harder to not make a decision**
- **Procrastinate**
- **Lazy**
- **Neutral**

TIP = Find out where they stand---nail that jello to the wall!

How do you know someone is a bottom 20%er?

- **Failure to respond to positive reinforcement**
- **Nonproductive**
- **Enjoys long winded theoretical discussions designed only to waste your time**
- **Refuses to take responsibility**
- **Blames others**
- **Mr/Ms negativity**

Your options for responding to difficult situations at work:

- You have a few choices:
  - Live with it as is
  - Leave it
  - Fix it
- How temporary is the problem?
- There are trade-offs
  - Pick any 2:
    - Interesting / important work
    - Good work hours & good homelife
    - Good co-workers

Shift Work

- **Gastrointestinal disorders**

- **Insomnia**

- **Weight gain**

* The average day-shift worker gets <u>8 hours</u> more sleep weekly than the typical night shift worker.

- **Dangerous?**

Alcoholism

- 1 of every 10 adults has a problem
- a progressive disease
- is treatable
- $70 billion a year industry
- most frequently used drug (other than caffeine and nicotine)

Substance Abuse

- **68% of all illegal drug users are employed**

- **less productive, higher absenteeism, more likely to injure others, file more workers comp claims**

- **gets worse if left alone (no consequences to their behavior)**

- **How do you approach?**

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Police Suicide

People are HURTING

- **Common factors:**

    - **Alcohol. Coupled with an always-present firearm, drinking and depression.**

    - **Breakup of a relationship or marriage.**

    - **Stagnated career.**

    - **An officer under investigation.**

- **Common warning signs:**

    - **An officer who starts having a high number of off-duty accidents.**

    - **A rise in citizen complaints about aggressiveness.**

    - **A change in personality in which a sullen officer suddenly becomes talkative or an officer who is normally very vocal becomes silent and withdrawn.**

    - **S/he starts giving away prized possessions or telling friends they will be missed.**

    - **The officer suddenly writes a will.**

    - **Attendance, absenteeism, & hygiene --- crying for HELP**

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125 – 150 Cops a year

- 50% + higher rate than general public
- 11/100,000 – Public
- 17/100,000 - Cops
- 95% by firearm

Warning Signals of Serious Issues

- Extreme interest in weapons
- Bringing weapons into the workplace
- Paranoid behavior; panicking easily & believing they are being persecuted
- Overreacting to failure or criticism
- Argumentative
- Drop in productivity / work quality
- Distancing from fellow employees

Tick!

Employee Assistance Programs

- *program to assist employees with certain personal or work-related problems….*

- need to be alert for signs of problems

- tardiness, absenteeism, low production

- change in moods, habits, attitudes, friends

- how do you approach such an individual?

Illinois

Dan Roach (630) 277-9107

Dr. Marla Friedman

St. Michael's House - Amita Health – Holy Family
Medical Center in Des Plaines

Operation Shattered Stars

THE
COM PART MENTAL IZED
LIFE

PROFESSIONAL LIFE | PERSONAL LIFE | PRIVATE LIFE

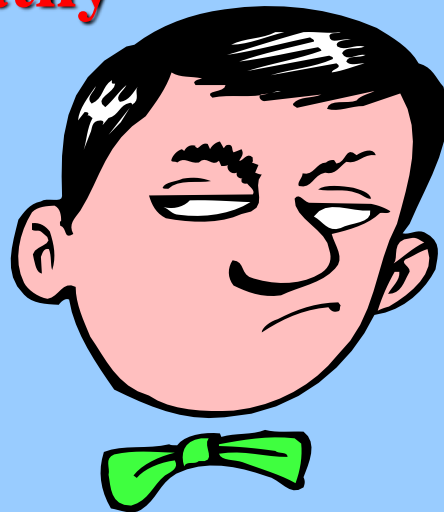SOCIAL LIFE | Christian Life | MARRIED LIFE

PUBLIC LIFE | SECRET LIFE | "OTHER" LIFE

COUNSELING

 * Peer counselors should have several years of "Street Time" in order to have respect and credibility
- **Confidentiality**
- **Trust**
- **Empathy**

2 Questions

1. Do you think you could do this better?
2. Do you think I'm doing the best I can?

☐ THEN GIVE ME A _____BREAK!

Stick your neck out for them

Encouraging Career Development*

- Develop trust
- Be a role model
- Be a mentor
- Listen to their concerns
- Address work related issues
- Listen to their personnel problems

Little Problems Are Easier to Solve

- Behavior problems are almost always easy to deal with when they're small and new.

- If you're the boss, that means three things for you.

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#1 Catch Problems Early

☐ You want to catch those problems before they grow big and nasty. The way to do that derives from good "boss behavior". Touch base a lot. Have conversations with your people. If you do that as a regular part of the way that you work, you'll find out about problems when they're still small enough to handle.

#2 Act Promptly

□ When you become aware of a behavior problem, deal with it right away. The longer you wait, the more likely it is to grow big and nasty.

□ Behavior problems ***don't*** solve themselves.

□ OK to let some minor stuff blow over, let everyone "sleep on it"

#3 **Stay with It**

□ One shot at solving them usually isn't enough. You're probably going to have to have several conversations with those involved before you can declare victory. Relentless follow-up and solid documentation should be part of your process.

Mistakes, Blunders & Booboos

- Don't take their mistakes so personally
- Be consistent/address behavior
- See them for what they are-mistakes
- Point them out indirectly if possible
- Mention some of your own
- Ask- "What did you learn from this?"
- Affords the opportunity for interaction, creativity, and the building of trust

* When an officer is allowed to make appropriate decisions, accountability follows

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More Serious Offenses

- **Deal with it in private as soon as practical**
- **Critique behavior only**
- * **Identify weaknesses, ask for input and create <u>an agreed upon operational plan</u> for professional growth**
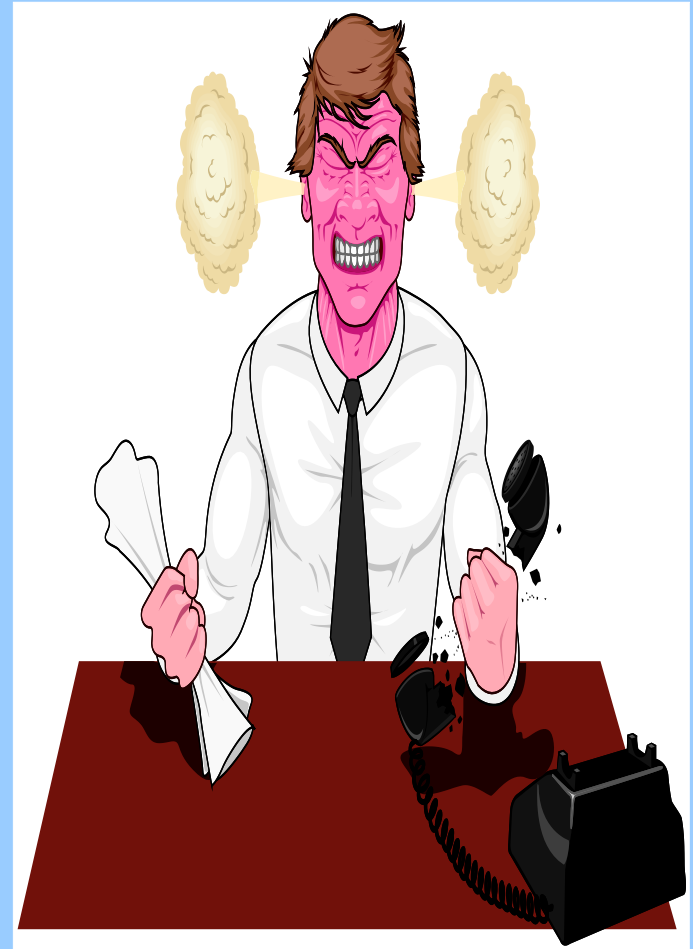- **Document the interaction**

Be Prepared!

- **<u>Controversy and conflict in a group are inevitable and should be handled openly. *</u>**

Dealing with Conflicts

- ***<u>Encourage communication and discourage discord</u>**
- **Don't take disputes, conflicts, or complaints personally**
- **We're dealing with human beings remember**
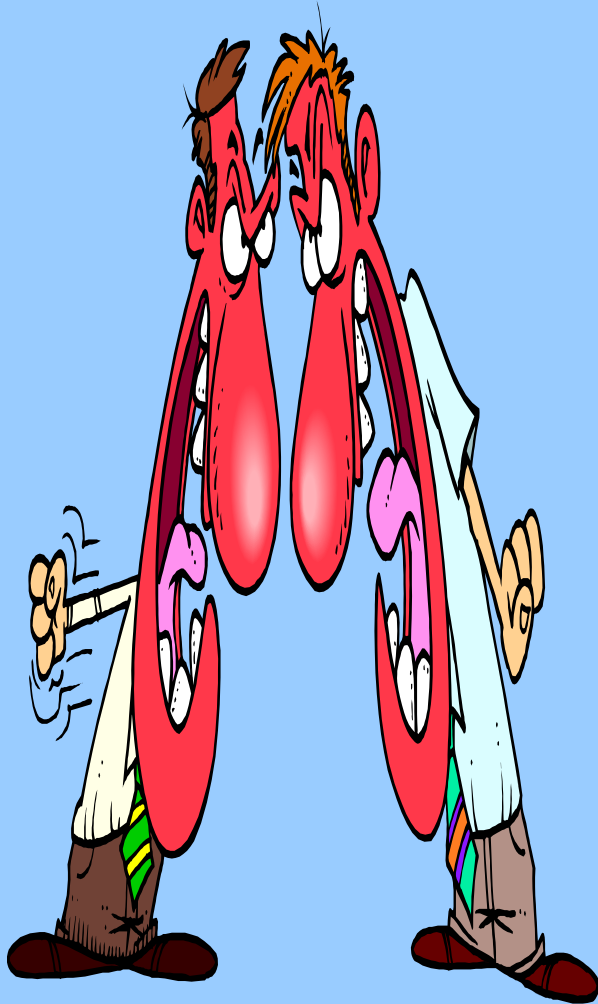
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What is your ultimate goal when dealing with conflict within your unit/shift/division etc.?


- **Resolve the issue**
- **Build a rapport/relationship with the grievant**
- **Establish yourself as an effective supervisor**
- **Maintaining control**
- **Maintaining a positive working relationship with the grievant**
- **Maintaining the mission of the dept.**

Defusing Conflicts

- Begin with a level of high self-esteem and an understanding of the human animal

- Body language

- Proximity

- Principles of Interaction
  - First Impressions
  - Asking questions
  - Active listening
  - Empathy (statements)

Focus on the REAL Problem

OVER BUDGET!

EXECUTIVE INQUIRY!

DEADLINE!

SYSTEM DOWN!

AUDIT!

CONTRACT DISPUTE!
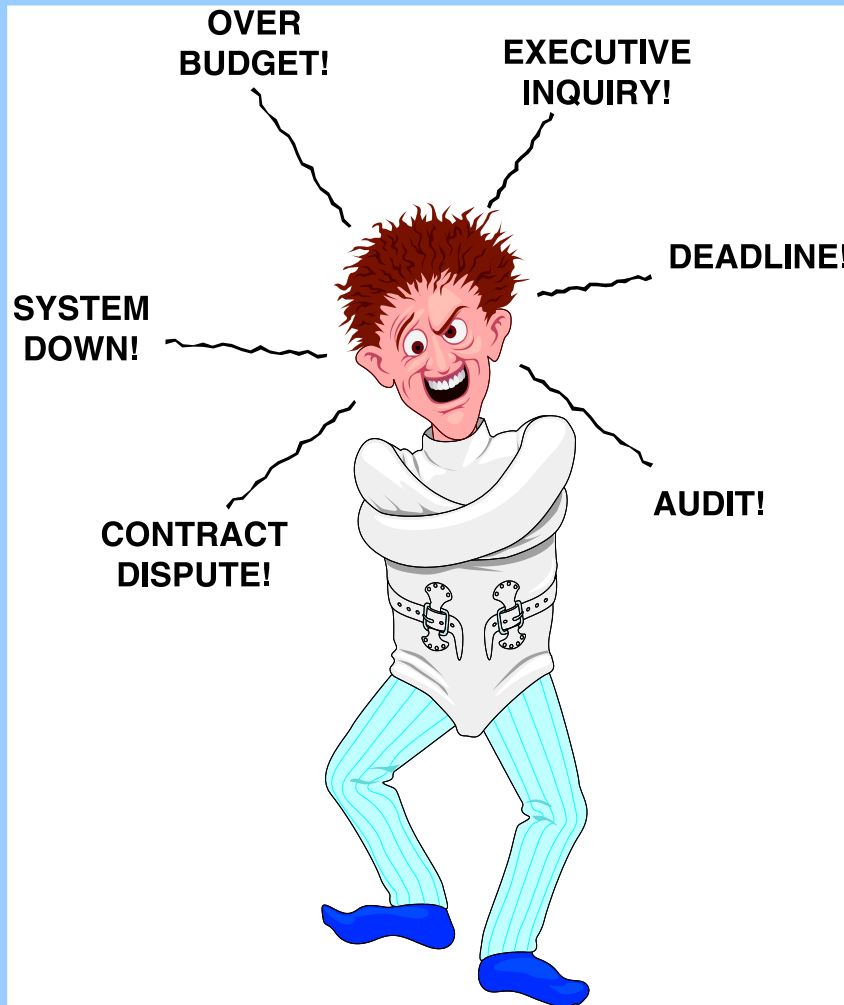
- **Don't let personal feelings about individuals taint your judgement or cloud the issues**
- **Stick with the facts and don't address personalities unless that is the issue**

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Some **don'ts** about conflict resolution

- ✓ **Don't….**
- ✓ **….let the issue fester**
  - ❑ **Deal with it IMMEDITALY !***
- ✓ **….ignore the fact that there is a problem**
- ✓ **….get pulled into name calling or blaming**
- ✓ **….give a 20%er a platform or any ammunition to use against you or the organization**
- ✓ **….forget your communication skills especially "Active Listening"**
- ✓ **….get flustered, insecure, intimidated**

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