



MG Robert M Joyce School for Family and MWR

NAF Personnel Management:

Recruitment, Readiness & Retention

Session 6
Participant Guide

Performance – Give employees regular feedback

“We believe we do a better job at giving feedback than we really do”~Rick Maurer, change management consultant, expert, speaker and bestselling author

In Session 6 of the NAF Personnel Management virtual course, learners will discuss and practice The one minute manager technique of praising and reprimanding team members. Learners will also complete DA Form 3612 for case study team member.

Session 6 Objectives

- Identify the purposes of employee feedback
- Relate the principles of the NAF Performance Evaluation Program
- Practice feedback techniques outlined in Blanchard and Johnson's *The one minute manager*
- Evaluate an employee's performance using DA Form 3612
- Relate the steps required in administration of unsatisfactory performance action

Pre-Session

- Review chapter 6, *The Great Workplace Revolution* (Strategy #12) by Klobucher
- Review AR 215: NAF Personnel Policy, Chapter 6
- Read *The One Minute Manager* by Blanchard and Johnson
- Review JA-006-PM(3612)

In addition to the Participant Guide, have available:

1. HO-006.1(.2, .3)-PM(CaseStudy). ***Please see p. 6 to identify your BOR and assigned case study. Case study will be sent by email..***
2. JA-006-PM(3612)

Virtual Classroom <https://sfmwr.acms.com/pm>

Please login 15 minutes prior to the start of your session

For OCONUS there are several dialing options. You will need to test each option to determine which one is best for your location.

Option 1 – dial 94 866-748-1120


Option 2 – dial 94 517-623-2946

Option 3 – dial 517-623-2946 as if you are dialing a local commercial number

Option 4 – dial 809-463-3376, wait for a second dial tone, and then dial 1-866-748-1120

CONUS 866-748-1120 (No DSN for CONUS calling)

Participant Pass Code: 64104442



Breakout Room Exercise: One Minute Praise

Activity	Technical
<ul style="list-style-type: none">• Review scenario and choose role• Roles: supervisor, employee and observer(s)• Switch so you have played at least two roles• As observer, fill out “role playing” checklist and provide feedback• 10 minutes total	<ul style="list-style-type: none">• Dial into phone sub-conferencing once you are put into BOR• To return to main phone conferencing, dial 0##• Raise your hand if you have questions



Breakout Room Exercise: One Minute Redirection

Activity


- Review scenario and choose role
- Roles: supervisor, employee and observer(s)
- Switch so you have played at least two roles
- As observer, fill out “role playing” checklist and provide feedback
- 10 minutes total

Technical

- Dial into phone sub-conferencing once you are put into BOR
- To return to main phone conferencing, dial 0##
- Raise your hand if you have questions

OBSERVER CHECKLIST: PRAISE AND REDIRECTION

PRAISE	NOTES
<input type="checkbox"/> Told when/what <input type="checkbox"/> Used I feel <input type="checkbox"/> Explained ...because... <input type="checkbox"/> Paused <input type="checkbox"/> Encouraged <input type="checkbox"/> Appropriate tone of voice Body Language	 What body language would you expect to observe?
REDIRECTION	NOTES
<input type="checkbox"/> Told when/what <input type="checkbox"/> Used I feel <input type="checkbox"/> Explained ...because... <input type="checkbox"/> Paused <input type="checkbox"/> Encouraged <input type="checkbox"/> Appropriate tone of voice Body Language	 What body language would you expect to observe?



Breakout Room Exercise: Performance Review

Activity	Technical
<ul style="list-style-type: none"> OPTIONAL: Name character in your case study scenario Documents needed: <ul style="list-style-type: none"> DA Form 3612 Job Aid and Case Study /w Team Member's input and Formal Feedback Evaluate performance review against standards and feedback Determine rating and enter on form filling in sections 4-7 15 Minutes Be prepared to provide short oral justification when you brief out 	<ul style="list-style-type: none"> Dial into phone sub-conferencing corresponding to your group (group 1 dial 1##; group 2 dial 2##; group 3 dial 3##) To return to main phone conferencing, dial 0## Raise your hand if you have questions

16

Breakout room groups

Section 18-2

Group 1	Group 2	Group 3
Case Study #1	Case Study #2	Case Study #3
Sue	Kristiane	Jeannette
Andrew	Robert	Yong
Helen	Karee	John
Connie	Severa	Juli
Chris		

POSITION DESCRIPTION

ARMY NAF STANDARDIZED POSITION DESCRIPTION

PD#:

AI 965

Sequence#: VARIES

Replaces PD#:

RECREATION ASSISTANT

NF-0189-03

POSITION CLASSIFICATION STANDARDS USED IN CLASSIFYING/GRADING POSITION

Citation 1: NAF PERSONNEL POLICY, AR 215-3, CHAPTER 3, 29 SEPTEMBER 2003

Citation 2: OPM PCS REC AID & ASST SERIES, GS-189, MAY 80

Classification/Job Grading Certification: *I certify that this position has been classified/graded as required by Title 5, U.S. Code in conformance with standard published by the U.S. Office of Personnel Management or if no published standards apply directly, consistently with the most applicable published standards.*

Classified By: NAF GENERIC **Classified Date:** 08/07/2001

POSITION INFORMATION:

FLSA:

Career Field:

Program Code:

Bus Code: VARIES

Region: Northeast

Financial Disclosure: NO

PD Status: VERIFIED

CONDITION OF EMPLOYMENT:

Drug Test Required: VARIES

Position Designation: VARIES

Position Sensitivity:

Security Access: VARIES

Emergency Essential: VARIES

Investigation:

DEVELOPMENTAL ASSIGNMENT:

Career Ladder PD:
NO

Target Grade/FPL:
03

Career Pos 1:

Career Pos 2:

Career Pos 3:

Career Pos 4:

Career Pos 5:

Career Pos 6:

DESCRIPTION OF MAJOR DUTIES AND RESPONSIBILITIES:

MAJOR DUTIES:

Serves as a Recreation Assistant in support of a recreational activity applying a practical knowledge of recreational activities and skills in the use of recreation equipment, materials, and facilities. Assist in the planning/establishing of objectives and goals for the facility. Instruct customers in the proper use of equipment and programs within area of responsibility. Sets up recreational areas for sporting events, serving as an official as required. Helps plan, conduct, publicize, and arrange support for a variety of sponsored special events, social activities, tournaments and related functions.

Issues/receives recreational equipment to authorized users. Collects applicable fees for items issued, accounts for monies, safeguards funds and makes daily deposits. Cleans and performs minor maintenance on facility equipment. Performs other duties as assigned.

QUALIFICATION REQUIREMENTS:

Work experience or education directly related to the duties to be performed.



Performance Improvement Plan (PIP)

- Identify
- Cite standard
- Assistance
- Time length
- Consequences


If performance is still unsatisfactory

1. Supervisor's next step
2. Employee response
3. Final decision

**NONAPPROPRIATED FUND INSTRUMENTALITY
EMPLOYEE PERFORMANCE RATING**

For use of this form, see AR 215-3; the proponent agency is DCS, G1.

1. NAME (Last, First, MI)		
2a. POSITION TITLE	2b. POSITION NUMBER	2c. GRADE
2d. I AGREE THAT THE JOB DESCRIPTION ACTUALLY REFLECTS THE DUTIES OF THE POSITION.	SUPERVISOR'S INITIALS	EMPLOYEE'S INITIALS
3. NAME AND LOCATION OF EMPLOYING OFFICE		
4. TYPE OF RATING		
<input type="checkbox"/> ANNUAL <input type="checkbox"/> PROBATIONARY	5. RATING PERIOD	
	FROM (YYYYMMDD)	TO (YYYYMMDD)
6. RETENTION AFTER PROBATIONARY PERIOD		
<input type="checkbox"/> RECOMMENDED <input type="checkbox"/> NOT RECOMMENDED		
7. THE OFFICIAL RATING ASSIGNED		
<input type="checkbox"/> OUTSTANDING (4) <input type="checkbox"/> SATISFACTORY (2) <input type="checkbox"/> UNSATISFACTORY		
<input type="checkbox"/> EXCELLENT (3) <input type="checkbox"/> MINIMALLY SATISFACTORY (1)		
8a. SUPERVISOR'S SIGNATURE		8b. DATE (YYYYMMDD)
9a. APPROVING OFFICIAL'S SIGNATURE		9b. DATE (YYYYMMDD)
10a. EMPLOYEE'S SIGNATURE		10b. DATE (YYYYMMDD)
(Employee's signature does not necessarily constitute agreement with the rating, but does acknowledge that position description is accurate and discussion has been held concerning performance with the rating period.)		

	<h2 style="text-align: center;">Post-Session Assignment</h2> <table border="1"> <thead> <tr> <th>Assignment</th><th>Technical Directions</th></tr> </thead> <tbody> <tr> <td> <ol style="list-style-type: none"> Construct a realistic facility/program onboarding model for new employees. <ul style="list-style-type: none"> Resources have been uploaded to the <i>Collaboration Space</i> Review rubric in syllabus for grading criteria <p style="color: red;">This is a post-session assignment for Session 7. It is not due this week, but if you would like to upload early, feel free.</p> Complete a-ha! Blog (S6). <ul style="list-style-type: none"> After practicing the One Minute Praise or Redirection with one or more of your employees, share your experience in a-ha! Blog <p style="color: red;">See syllabus and Participant Guide for Session 7 Pre-Session assignment(s).</p> </td><td> <ol style="list-style-type: none"> Upload to Collaboration Space. Due NLT midnight three days following Session 7s class Central Time. Use naming conventions outlined in syllabus [SmithJ-7]. Please DO NOT check in your work. </td></tr> </tbody> </table>	Assignment	Technical Directions	<ol style="list-style-type: none"> Construct a realistic facility/program onboarding model for new employees. <ul style="list-style-type: none"> Resources have been uploaded to the <i>Collaboration Space</i> Review rubric in syllabus for grading criteria <p style="color: red;">This is a post-session assignment for Session 7. It is not due this week, but if you would like to upload early, feel free.</p> Complete a-ha! Blog (S6). <ul style="list-style-type: none"> After practicing the One Minute Praise or Redirection with one or more of your employees, share your experience in a-ha! Blog <p style="color: red;">See syllabus and Participant Guide for Session 7 Pre-Session assignment(s).</p> 	<ol style="list-style-type: none"> Upload to Collaboration Space. Due NLT midnight three days following Session 7s class Central Time. Use naming conventions outlined in syllabus [SmithJ-7]. Please DO NOT check in your work.
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Managing Performance through feedback Session 6



Session 6: Feedback

- Employee feedback & its principles
- Techniques for giving informal feedback
- Steps required to rate an employee's performance
- Unsatisfactory job performance



Principles of the NAF Performance Evaluation Process

- Apply to ALL employees
- Fair and objective evaluation
- Scheduled and continuous basis
- Results discussed individually with each employee; each employee given a copy of performance evaluation form
- Employee advised of unsatisfactory performance and offered assistance in helping improve

6-3



Feedback

- Formal
 - Annual rating period
 - Periodic and end of period reviews
 - Specific form (locally determined)
- Informal
 - Immediate
 - MBWA

6-4



One Minute Praise

"Susan, yesterday and today I observed you consistently serving the food correctly—serving on the left and making sure the food is served hot and fresh. I am very pleased that you are working so professionally. It really makes our operation successful and demonstrates customer service excellence to Soldiers and other lunch customers. (Pause)

You're really meeting the service excellence standard that we talk about in the Customer/Employee Covenant. Keep up the good work.

6-6



One Minute Re-Direct

...as long as the goal is clear

1. Tell employees before hand that you will be giving feedback,
2. Redirect as soon as possible,
3. Confirm the facts first, and review the mistake together – be specific,
4. Express how you feel about the mistake and its impact on results,
5. Be quite for a moment to allow people the time to feel concerned about what they've really done,
6. Remember to let them know that they're doing better than their mistake, and that you think well of them as a person,
7. Remind them that you have confidence and trust in them, and support their success, and
8. Realize that when the Re-Direct is over, it's over.

6-11



One Minute Re-Direct

"Susan, today I observed you serving from the right instead of the left at lunch. Do you remember that?"

Allow the team member to respond, confirming the incident.

"We've talked about the importance of serving from the left and picking up from the right as one of your goals."

"I'm disturbed to see this because we want our operation to be a 'first choice' lunch option and this kind of service is not consistent with that goal."

(Pause)

You've always been one of my best servers and I'm counting on you to model best practices. I know you can do it."

6-12



1st Line Supervisor's Responsibilities in the Annual Performance Review Process

6-15



Unsatisfactory Performance

- Notify non-probationary employee of failure to meet his/her standard within 30 days of observation:

- Written warning
 - Place employee on Performance Improvement Plan (PIP)
 - Provide employee opportunity to improve; minimum 30 days
- No improvement
 - Employee can be rated unsatisfactory and reassigned, demoted or separated

6-17



Performance Improvement Plan (PIP)

- Identify
- Cite standard
- Assistance
- Time length
- Consequences

If performance is still unsatisfactory

1. Supervisor's next step
2. Employee response
3. Final decision

PIP example loaded to Collab Space – JA-006-PM(PIP_Example)

6-18