



January 16, 2015



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The next scheduled HRO meeting will be on Thursday, January 29, 2015, from 10a.m.-12p.m. in Training Room 3 at the DOHR office, 1st Floor.

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Interim Reviews

As we all know, it's that time of year again (very cliché, but its true)! Interim 1 reviews are due January 31, 2015 for employees on a standard cycle. The interim review discussions may be the single most important element of the Performance Management (PM) Program. Please let us know if we can assist in ensuring that your agency's raters are conducting the interim review discussions with their employees by the January 31st deadline.

The major objectives of the interim reviews are:

- To give praise and reinforcement for valued and consistent performance.
- To provide coaching and guidance on expected performance standards and work outcomes with which the employee may be having difficulty.
- To consider ways to overcome any work problems that may have developed.

Please visit the following [link](#) for more information:

If you have questions or need assistance, please contact the DOHR Employee Relations Division at 615-741-1646.

Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself, and then do what is necessary to make it a reality. ---Ralph Marston

Service Awards

We regret to inform you that the Service Award contract expired at the end of 2014. We have decided to take this opportunity to examine and improve upon the service award program, and will be seeking ideas and feedback from agencies in the next few weeks. Our goal is to have the data collected and analyzed by mid-February. If there is sufficient interest in continuing this type of program, then a new contract will be established to be effective by early/mid-summer. Any employee that is eligible for a milestone award during this period will be able to retroactively participate in the new program once the parameters have been established. Please look for a questionnaire via email in the next few days and help us expedite things with a quick response. Thanks for your help!

If you have questions, please contact the DOHR Employee Relations Division at 615-741-1646.

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Regional Trainings

DOHR will offer regional trainings concerning discipline, the appeals process, the mediation program, and T.E.A.M. Act revisions beginning in 2015. The two hour sessions will be open to managers/supervisors in all state agencies. Information on location and time is forthcoming. Dates are listed below:

- 2/10-11 – Memphis
- 3/18 – Nashville
- 4/21-22 – Chattanooga
- 6/26 - Knoxville

To sign up for a training session, please contact Brigitte Tubbs-Jones at Brigitte.Tubbs-Jones@tn.gov.

Performance Coaching

When you are asked to think of a great coach, who comes to mind? Most likely you think of either a well-known coach of a professional or college team, or a coach you had when you were in school, but do you think of a manager or supervisor you presently have or had in the workplace? Unfortunately, for many a workplace “coach” is not the person that comes to mind. However, one of the key responsibilities in leading people and managing employee performance is to coach. Coaching is not only a tremendous responsibility of leadership, it is a leadership style. Effective people leaders clearly understand that coaching is not simply a feedback session or a conversation that occurs over a single event, such as a performance review session. Coaching is a process that involves succinct, specific steps. In essence, “a coach is someone who genuinely wants to see a person achieve their full potential; (a coach) engages the person in ways that helps the person discover for themselves the best ways to be most effective” (A Manager’s Guide to Coaching).

The Coaching Model developed by the Department of Human Resources is a performance management tool designed to enhance employee engagement and foster a high performing work environment. It prepares managers and supervisors to engage in coaching conversations with employees in an effort to meet job performance goals. The Coaching Model is a leadership style by which the manager engages the employee in multi-way communication and development by asking appropriate questions, guiding the employee, listening and providing feedback. Having S.M.A.R.T. Performance Plans is just the beginning of creating an environment of high performance. Supervisors and managers must also develop the skills necessary to work with their individual employees to determine how to move employees from good to great performers. Coaching is a proven process that engages both supervisors, managers and their employees in achieving the agency’s goals, creating a workplace of continuous improvement that lowers staff attrition, increases the internal leadership pool and reduces micro-managing. Go to the Department of Human Resources’ webpage to discover how your agency can implement Performance Coaching through workshops and train-the-trainer certification. Follow the link below for more information: <http://www.tn.gov/dohr/learning/resources/registration-and-resources.shtml>.



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