Chapter 1 : Enhancing Employee Performance | Center for Professional Development

Enhancing Employee Performance An organization's viability is directly related to the performance of its employees. A well managed organization has an effective performance management system that aligns individual employee performance goals with the organization's mission and vision.

Well-designed workplaces provide opportunities for both and allow individuals to choose when and how they use them. I would create an office that has lots of nooks and crannies, lots of zones of privacy, but also lots of zones where people can come together and schmooze and hang out. Another thing is that when people work on projects, there should be more of a tolerance for people working on their own. Provide a variety of work settings in the right proportion to support a variety of work functions: Provide quiet zones or spaces for concentrated work. Emphasize small group collaboration and provide diverse settings formal and informal. Consider the workplace to be an educational environment that supports learning and mentoring by providing e-learning and in-person, one- on-one learning. Provide a variety of informal spaces that accommodate work and casual communication while fostering informal collaboration and innovation. Provide technology â€" headsets, sound masking and white noise â€" that allows workers to perform focused work when necessary. Provide technology that allows workers to connect and collaborate more effectively in person and virtually. Consider a mix of teleconference, video conference, web conference, instant messaging, social media and other tools to enable different teams to communicate in the way they work most easily. Employee Engagement There is a direct correlation between employee engagement and worker satisfaction. This affects productivity and innovation. Engaged employees are more productive, more profitable and safer than less engaged employees. They tend to create stronger customer relationships and stay longer with their company. Provide work spaces that enable visibility, openness and greater employee mobility to foster engagement. When workers are more likely to see each other, they are more likely to connect and collaborate. Incorporate branding, awards and recognition in a visible way to reinforce employee engagement. To see more examples, please view the PDF linked below. Too many open workstations create a feeling of overcrowding and can be too noisy. Employees choose from a variety of spaces, depending on the task at hand, as well as when and how to use them. What Are the Links? Indoor Air, 14 Suppl 8 , Center for Architectural Research, The Nature of Human Nature, Wiley, Color Research and Application, 32 2 , Campbell, 5 Susan M. Colditz, and Michael J. Sick building causes are frequently pinned down to flaws in the heating, ventilation and air conditioning HVAC systems.

Chapter 2 : 20 tips to improve employee engagement and performance

Students, faculty and staff from many cultures and backgrounds choose RIT, so updating and enhancing our diversity and leadership skills is vital to our innovative pace. Professional Competencies This category includes a wide range of professional development opportunities designed to increase the knowledge and skills of our employees.

As feed and grain business managers, you know the importance of efficiency and making full use of all of your resources to remain competitive and stay in business. This includes all of the inputs you use in your business. Keeping your capital equipment in good repair increases operational efficiency. Having an efficient system for ordering grain and feed ingredients, transportation and logistics for these input purchases and then managing this inventory is critical for your bottom line. But what about your human resources? Putting programs in place to ensure that your employees are as productive as possible is as important and maybe more important for the success of your feed and grain business as your other inputs. We all know the impact on productivity and business when employees are giving their best. In this column we look at whether or not employees feel included or ostracized in the organization, and the impact that can have on their performance â€" and in turn the bottom line for your business. Ostracism We collaborated with Dr. Kipling Williams for this article. Williams is a professor of Psychological Sciences at Purdue University who conducts research in ostracism and social influence. At a park with his dog , an errant Frisbee rolled up to him. He turned around and threw it back to the two guys who had thrown it. He was going to sit down again but, to his surprise, they threw it back to him, so he joined them. After a few minutes, however, they began to throw it only to each other, and never again to Williams. He was hurt and surprised! He returned to his dog â€" and then the realization hit him. This interaction provided all of the aspects of a perfect episode for future research. Thus he adopted it as his method for inducing ostracism for his research. Initially, he used a face-to-face ball toss game. The research unfolded as follows. Groups of three individuals waiting for the experimenter to have things set up began tossing a ball around. Two of the individuals were actually assisting the experimenter â€" or in other words, the experiment began without the participants realizing to obtain the full human reaction. As the balls were being tossed, half the actual participants continued getting the ball for the five-minute experiment while the other half had been randomly assigned to only get a few throws at the beginning, and none thereafter. This experimental approach was very powerful, and so he searched for another method that could be easily replicated for research experiments. Half the participants were included in this virtual ball toss, the other half got the ball once or twice at the beginning, and never again. The results of these experiments are much more powerful than many would have expected. These research results shed critical light on the importance of individuals feeling included and have implications for employee productivity in the workplace. Although workplace bullying is also important and prevalent, ostracism appears to be more prevalent because it is more difficult to monitor and punish. Workers also claim that it seems to be a less severe option. Perhaps this is why research has shown that the downstream consequences of workplace ostracism are more longlasting than workplace bullying, resulting in more absences, higher rates of withdrawal, poorer workplace performance, lower workplace civility and quitting. Ostracism, even very brief episodes by strangers, is detected as pain in the brain. The same parts of the brain that respond to physical pain respond to the social pain of ostracism. Loss of belonging can also result in compromised immune functioning, physical ailments, depression, suicidal ideation and attempts, and shorter lifespans. Ostracism lowers self-esteem, and reasonably high self-esteem is also a predictor of rising to challenges, working hard, and being engaged and invested in tasks. Ostracism reduces a sense of control over your environment. Unlike disagreements or even physical abuse, which involve some degree of give-and-take, ostracism is unilateral. This feeling of control loss can result in the desire to regain a sense of control that can be achieved through acts of provocation, aggression, theft, dishonesty and even workplace violence. Finally, ostracism deprives the individual of a very basic human desire â€" the desire to be noticed and acknowledged. Research has shown that people would prefer negative feedback than no feedback at all. When workers feel invisible, then they are apt to do anything to draw attention, even negative attention, to themselves. Ostracism also affects performance. They feel less

effective on the job and are quicker to quit difficult tasks. Prolonged ostracism leads to demotivation for all tasks â€" feeling disengaged, giving up and not trying. Physiological stress cortisol increases, irregular heart rate, physical coldness also occurs, resulting in erratic and error-filled performances. Remember, the research demonstrates that even small things that result in employees not feeling included can negatively impact the individuals and their performance. The good news is that, as a manager, you can take action to help ensure the creation and maintenance of an environment that is inclusive â€" where everyone feels valued and included. Your first step is to look out for and identify those situations where some employees may feel excluded. To get started, here are a few situations where some employees often feel left out or excluded: Instead, work to adapt situations so that all are included. There are often subtle things in the workplace that result in some employees feeling excluded. This could be an opportunity to bring in some artwork â€" perhaps highlighting the art from children in your local schools. Most of your employees will be very comfortable with this terminology. Pay attention when you hire new employees who may not be familiar with all of the terms and help them to understand what is going on. Watch for these points and then act. A good way to watch out for this is to think of the concepts of diversity and then inclusion in your workforce. We have written several recent columns where we have provided insights on how you can diversify your workplace as a winwin situation Enhancing a Diverse Business Environment, January and Embracing Diversity Because It Means Good Business Sense, January Ensuring that your employees all feel included as part of your business team is critical to getting the most from your employees and in turn can be critical for the bottom line of your business. Possible actions So, what are some things you can do? Call on people equally in staff meetings. Evaluate your reward structure and change as needed.

Chapter 3 : Feed & Grain Magazine - Enhancing Employee Performance

Library of Congress. A Few Strategies for Enhancing Employee Performance. A major responsibility of managers and supervisors is turning talent into performance.

Many managers make the mistake of thinking that money or prizes is the only way to make employees work harder. Intrinsic motivation in your employees can be a very effective way to bring the company together. Look for ways that you can motivate each individual employee to do her best. Give regular, accurate performance reviews. You should give performance reviews at least once a year. Ask what she needs to do her job better. In some cases, an employee could be more productive if she had a certain piece of software or even a more comfortable chair. These things may cost you a small amount, but can bring much bigger returns. Focus on employee strengths. Determine the strengths of each of your employees and give each one tasks that fit his particular skill set. If he has to spend too much time learning how to do something, it will decrease his productivity. Get together socially with all departments. This could be something as simple as cookies or bagels in the breakroom or a special event party. As employees bond on a more personal level, they feel a larger sense of responsibility on a professional level as well. When the employee understands her place as a part of a whole, she can work more effectively. Open up the lines of communication with your employees. Hopefully, they feel comfortable enough to talk to you in person, but you may want to start a suggestion box to allow employees to make anonymous suggestions as well. Tip Extrinsic rewards, including bonuses, pay raises and free vacations, also motivate employees, so include them in your plan. She lived in Japan for three years teaching preschool to young children and currently lives in Honolulu with her family. She received a B. Photo Credits business woman image by huaxiadragon from Fotolia.

Chapter 4 : Workplace Strategies that Enhance Performance, Health and Wellness

Communicate (nonverbally) through your investment in employees' well-being. "We've been successful in improving our employees' performance by providing amazing employee perks.

Section 3 mandates the establishment of a training program for supervisors by each agency, in consultation with the Office of Personnel Management OPM. The training program would have two focuses. The first is a comprehensive management succession program designed to help develop managers. The second is a supervisor training program aimed at developing supervisor skills in communicating to employees on performance expectation, conducting employee performance evaluations, mentoring employees, improving their performance and dealing with poor performers. The bill requires this training for covered supervisors during their first year in their positions and once every five years thereafter. Supervisor training, accountability and development are pressing concerns for human capital management in the federal sector. Chairman, NTEU appreciates your recognition of the need for supervisor training by the inclusion of this section in your bill. We believe that the Akaka bill expands and develops in a very positive way the basic mandate for supervisor training in S. These training programs would be mandatory and based on competency standards set by agencies under the guidance of the Office of Personnel Management OPM. NTEU believes the Akaka bill adds several essential features to a supervisor training initiative. First, it mandates coverage of a wider range of managers. Second, it provides a more detailed description of the type of training to be required. It specifically requires that training be interactive and instructor based. For supervisor training to be meaningful, it must be more than simply the review of written material. Training delivered by training professionals in a situation â€" either face to face or internet based â€" which allows dialogue, questioning and interaction between student and teacher is an indispensable feature of an effective program. Further, the Akaka bill has great value as it requires more than simply training in the supervision of employees but in working with employees, communicating with them, and discussing their progress. A good manager needs to do more than correctly evaluate an employee. A good manager needs to know how to develop an ability to help his or her subordinates become top performers and be able to communicate with and hear from employees. A well trained manager knows how to motivate employees, build teamwork, and be flexible rather than rigid in workplace situations. Absolutely essential is the requirement in the Akaka bill to include supervisor training on prohibited personnel practices, particularly violations of statutorily prohibited discriminatory actions and whistleblower activities. A key way to lessen discrimination in the federal workplace and ensure workplace fairness is for proper supervisor training so that they fully understand the duties and obligations they have. NTEU believes, however, that this section needs to be even further expanded and defined. It must be explicit that this training encompass the full range of prohibited personnel practices, unfair labor practices and all violations of the merit system. The Akaka bill also adds another important feature which is missing in S. It includes the promulgation of management performance standards. Supervisor training will lose its full value if there are not standards to measure it by. NTEU believes that by including management competency standards, we have the ability to move toward accountability. Finally, NTEU is concerned as to whether this provision will be adequately funded. Sadly, it is too often the case that when agency budgets become tight, training is the first to go. Cutting other pressing agency needs is not the answer. NTEU would prefer that this legislation clarify exactly where the resources will come from to finance this important initiative. But, the compelling case for supervisor training is clear. For example, linking the system with the strategic goals and annual performance plan of the agency is a basic tenet of the Government Performance and Results Act. Current law states that agencies shall use performance appraisals as a basis for training, rewarding, reassigning, promoting, reducing in grade, retaining, and removing employees 5 USC a 3. This provision will apply to wage grade as well as general schedule employees. Under current law an employee who has received an unacceptable performance evaluation may not receive a within grade step increase or grade promotion. The annual across the board and locality increases were created in the Federal Employees Pay Comparability Act FEPCA with the purpose of achieving comparable pay between federal employees and their counterparts in the private

sector. These increases are tied to the position, not the individual in the position, and therefore, withholding these increases based on the performance of the individual in the position completely drops the goal of comparability, which has been the goal of federal pay for decades. Under FEPCA, locality adjustments were introduced to make comparability more sensitive to local labor markets. While Administrations and Congresses since the enactment of FEPCA have not implemented the law as intended, NTEU supported the locality provisions in the law to make increases more reflective of local markets. If Congress wants to drop the goal of comparability with the private sector as the basis of the federal pay system, I think that should be noted and debated. That is clearly what the result of this proposal will be and NTEU opposes that. While other studies have shown that perceptions of supervisors or employees of the number of poor performers may be somewhat higher, the 0. This extremely small number should not drive major, substantive changes in the basic tenets of our pay system. I believe that there are many factors in place that keep the number of poor performers small. First, the federal hiring process is rigorous and managers are good at hiring people who will be good at their jobs. Second, no appeal rights attach to adverse actions, including dismissal of employees, until after a probationary period, which is usually one year. Managers are also good at determining within the course of that one year probationary period those employees who are not at, and likely will not achieve, an acceptable level of performance and dealing with them at that time. The GAO report considered the issue of dealing with poor performers, stating: Various studies, reports, and surveys of federal supervisors and employees we reviewed have identified various impediments to dealing with poor performance, including issues related to 1 time and complexity of the processes; 2 lack of training in performance management; and 3 communication, including the dislike of confrontation. In fact, many disincentives already exist, including reduction in grade and removal. I believe dealing with that reluctance is the key to improving performance as well as dealing with poor performers. I was quite surprised to see this and believe it is not a sound message to be sending rank and file employees who are being told that new performance appraisal systems will be fair and based only on performance. Under section 6 of S. The bill also makes clear that these employees will not lose pay if they move from a certified to a non-certified agency. These increases for Senior Level and Scientific and Professional employees are not tied to any new individual performance standards the way the proposed denial of pay is tied to individual performance for rank and file employees. There is great concern that changes to the General Schedule and other pay systems that have been set by statute and refined through regulations and review will not be fair or transparent, especially to those at the lower end of the pay scales. Based on the problems that the Department of Homeland Security and the Department of Defense have been having in designing new performance systems, this seems like a very short time period. It also is clear that such a deadline will allow little opportunity to review the elements and application of the DHS and DOD systems, which I believe would be very valuable for other agencies. The effective date of the pay increases for the Senior Level employees is days after enactment, well before most of the other sections of the bill will be in place. This leaves the unfortunate impression that providing the highest paid employees with pay increases unrelated to performance is the most pressing issue in the bill. I would be happy to answer any questions you may have.

Chapter 5 : Enhancing Employee Performance - Quiz

Chairman Voinovich, Ranking Member Akaka, members of the subcommittee, I appreciate the opportunity to testify today at this important hearing on enhancing employee performance.

But how can we actually get there? Talkline â€" Blind Date â€" Employee engagement and performance Here are 20 tips: For targets to be meaningful and effective in motivating employees, they must be tied to larger organizational ambitions. When you keep you employees informed they tend to feel a greater sense of worth. Keep communication hopeful and truthful â€" do not be afraid to share bad news , instead be more strategic about how you deliver it. Be open-minded and encourage them to express their ideas and perspectives without criticism. This means putting into practice everything you have learned about effective listening. Address their concerns in the best way you can. Ensure employees hear these messages from the business as soon as possible. Employees are constantly watching leadership to see how their decisions affect the strategic direction of the organization and if their behaviors reflect what they say. It is the opportunity to share opinions and find solutions. Too many managers think should be the province of the annual personnel revue. It should be a daily occurrence. Encourage team members to take responsibility, and work through problems or issues on their own, or collaboratively. It demonstrates your trust in them to do the job correctly and increases their ownership of the task. Managers who want their employees to be engaged recognize that incentives must be allocated based on objective criteria and that different employees are motivated by different things. Leadership needs to show how much they care for their employees and show recognition for efforts: If you want to reduce turnover, improve the number and quality of your managers. The lack of employee engagement is a real problem, but effective managers can make a difference. Management is nothing more than motivating other people â€" Le Iacocca Article published: If you enjoyed this article, please take 5 seconds to share it on your social network.

Chapter 6 : Productivity Training | Enhancing Performance | Employee PerformanceSpark Productivity

A positive employee experience correlates to good performance, so this is an aspect of performance management. We have this idea of "freedom within a framework." We have this idea of "freedom within a framework.".

Chapter 7 : Enhancing Employee Performance

organizational leaders may increase employee work performance by enhancing strategies that provide a positive assortment of motivational tools and opportunities. In addition.

Chapter 8 : How to Improve Employee Performance

Employee Directed) of enhancing this goal are evaluated with respect to the objectives. The employee directed method is identified as the preferred method and is recommended for.

Chapter 9 : How to Increase Employee Performance in the Workplace | calendrierdelascience.com

Through various statistical analyses, positive relationships were found among typical measures of positive psychology, positive organizational behavior, and employee performance. Implications for organizations and utilizations of research findings to create sustainable competitive advantages are discussed.