

Library of Congress

A Few Strategies for Enhancing Employee Performance

A major responsibility of managers and supervisors is turning talent into performance. Managers who are effective at employee engagement have employees who are more likely to stay, more satisfied, more committed to the organization, and more productive. Employees commit to a mission and/or person in the organization. Managers and supervisors can increase productivity as a result of the employees' commitment that, in turn, can increase the amount of discretionary effort employees give to the job. Research has shown that 98% of employees report being motivated by knowing they are doing a good job.

Some Corporate Leadership Council Performance Drivers*:

Here are some things that managers and supervisors can do to enhance employee performance by 25% or more:

- Give fair and accurate informal day-to-day feedback
- Support risk taking
- Emphasize performance strengths when giving informal performance reviews
- Ensure that the employee has a clear understanding of performance requirements
- Enable consistent and constructive internal communication
- Demonstrate knowledge of employee performance
- Provide the employee an opportunity to work on things he/she does best
- Provide feedback that helps the employee do his/her job better
- Provide opportunities to work for a strong executive team

Here are some things that managers and supervisors can do to negatively impact performance:

- Use rank-ordering to evaluate staff
- Increase the number of formal reviews received each year
- Emphasize personality weaknesses when giving informal feedback
- Emphasize personality weaknesses when giving formal reviews
- Emphasize performance weaknesses when giving informal feedback
- Emphasize performance weaknesses when giving formal reviews
- Make frequent changes to employee's projects

So how do managers and supervisors get *everything* done? The exceptional leader recognizes a dilemma, sees both sides, and figures out a way to do both. (Balance) Focus on what produces the best outcome.

Performance Appraisals

A continuing focus of the Library's workforce performance management program is to support the service and infrastructure units' commitment to achieve and maintain an 85% or higher rate of timely completion of performance appraisals.

What can you do?

- Complete all performance appraisals within 30 days of the end of the appraisal period.
- Submit completed performance appraisals to your unit designee for entry into the LC central reporting system (EmpowHR).