

Performance Management Skills Training



Brookings Institute
Center for Strategy Training and Development
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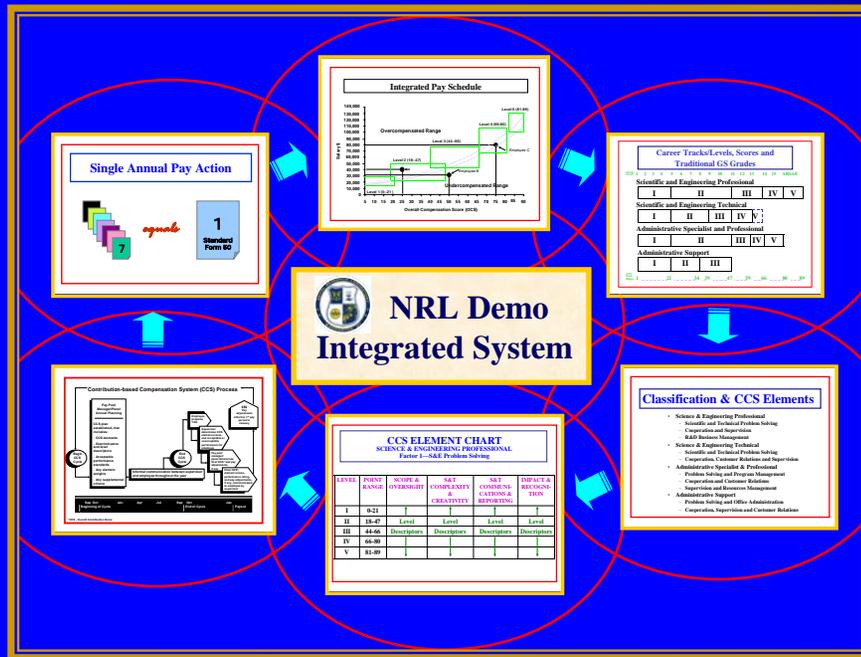


Topics

- **NRL Demo**
- **Pre-Implementation Training**
 - Skills Identification
 - Continuous Offerings
 - Start-up Training
- **Lessons Learned**
- **Continuous Offerings Revised**
- **For More Information**



NRL Demo



- **Effective:** 26 September 1999
- **Employees Covered:** Approximately 2622
- **Occupations:** 1598 Scientists & Engineers; 214 Technicians; 391 Administrative Professionals; 419 Administrative Support
- **Various Sites:** Washington, D.C.; Stennis Space Center, Mississippi; Monterey, California; other smaller sites across the U.S.
- **Excluded:** SES; ST; Trades & Crafts; Guards



Pre-Implementation Training: Skills Identification

- **Skill in:**
 - Leading Organizational Change
 - Problem Solving and Decision Making
 - Communicating Persuasively
- **Ability to:**
 - Negotiate
 - Market Oneself
 - Deal with Difficult People
 - Plan Strategically
 - Facilitate an Effective Meeting
 - Manage the Dynamics of Teams



Pre-Implementation Training: Continuous Offerings

- **New Supervisor Training**
 - Communicating Effectively
 - Leadership Techniques
 - Negotiating
 - Change Management
 - Conflict Resolution
 - Effective Coaching
 - Providing Feedback
- **General Topic Training (open to all)**
 - Team Building
 - Conflict Resolution
 - Effective Negotiation
 - Effective Presentations
 - Marketing



Pre-Implementation Training: Start-up Training

- **Technical Training for All**
 - General and Job Specific
- **Supervisor and Manager Training Included:**
 - Strategies for Effective Pay Pool Panel Participation
 - Trial Pay Pool Panels
 - Instructions for Action Plans
 - Effective Briefing Techniques
 - Effective Expectation and Assessment Communication
 - Change Management
- **Open to All:**
 - Conflict Resolution
 - Counseling Video
- **Team Building (as requested)**



Lessons Learned

Employees need encouragement to take training and initiate dialogue with their supervisor.

- **Begin concentrated skills training six months in advance and continue for a few months following implementation.**
- **Offer additional courses prior to and during assessment period.**

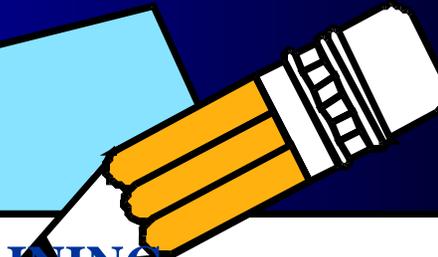


Lessons Learned (cont'd)

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- Supervisors felt strategic planning and negotiation training would have been beneficial.
 - Employees suggested assertiveness training and writing workshops would have helped.
 - Use all available communication techniques to inform and educate employees on a continuous schedule.
 - One-on-one as needed assistance best facilitator for change to and acceptance of the new system.



Course Offering Revised



STRATEGIC SKILLS TRAINING



EMPLOYEE

- New Employee Orientation (1 hr.)
- Counseling Video
- Preparing Accomplishment Reports
- Continuous Skills Training
 - Marketing
 - Negotiation
 - Conflict Resolution

SUPERVISOR

- New Supervisor (3 hrs.)
- Continuous Skills Training
 - Developing and communicating performance expectations and assessment
 - Conflict Resolution



For More Information

- **E-mail**

- Bduffield@hro.nrl.navy.mil

- **Phone**

- 202-767-3422

- **WWW Homepage**

- <http://hroffice.nrl.navy.mil/index.asp>

- **Direct link to Electronic HR Advisor**

- Career Enhancement Resources and Training

