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**Duncan Financial Group**  
311 Main St - Irwin, PA 15642  
(888)888) 838-3420 x3329  
David R Leng - John M Duncan Jr

## Performance Management

It is expected that the manager and the employee should have ongoing formal and informal performance feedback discussions to enable employees to improve their performance continuously in ways that meet individual and organizational goals. Establishment of measures of excellence and personal development objectives are a critical element of these discussions.

The performance management process should be used to tie company objectives to individual objectives and establish a partnership between the employee and manager in the management of these objectives.

Managers are responsible for communicating work unit objectives to employees that are driven by the key business initiatives and strategies. The work unit objectives become the starting point for employees to begin developing their individual objectives.

Performance feedback discussions should be held to discuss progress towards meeting objectives and competencies attained. These progress reviews also serve to enhance work-oriented communications between the manager and the employee on responsibilities and expectations.

Managers should provide each employee with a written review of the individual's demonstrated results against objectives at least annually.

Although a partnership exists between the employee and the manager in the development and management of individual objectives, the employee is the ultimate owner of the objectives and his or her own personal development.

## Performance Improvement

When an employee is not meeting their objectives or developing the required competencies of the position, managers should use the Company's performance improvement process to help the employee meet performance expectations.

Performance deficiencies may exist when an employee is not meeting predetermined performance objectives. These deficiencies can include any behavior or action that is related to the employee's job performance, including, but not limited to, the following measures of excellence: quality of work, quantity of work, customer relations, timeliness of projects, unacceptable quota performance, cooperation, tardiness, absenteeism, or the ability to gain new competencies. Refer to the Disciplinary Action Policy for behaviors not specifically related to performance.