

# Performance Development Plan

HSA

**Performance Management Program**

2014

# Overview

## Why now?

- It's required
- Feedback, roadmap
- Better metrics

## What is Performance Management & Development?

- Streamlined version of a simplified process
- Now and what's ahead

# Why do Performance Development?

## Improve performance and positive, sustainable outcomes

- Supports strategic goals
- Link position/responsibilities to:



## Effective, efficient organizations require

- Agility
- Flexibility

## Set the stage for success

- Identify organizational needs, employee contributions
- Identify supervisor support for employee success

# What is Performance Development?

## **Performance is evaluated by**

- Continually comparing actual results to desired results
- Performance Development Plan (PDP) evaluation tool

## **Performance development involves continual:**

- Communication
- Planning
- Coaching
- Evaluation – *streamlined version focus*

# It's a cycle.....

## **Performance development is a continuous cycle**

- No surprises
- Shared responsibility
- Evaluation (PDP) is a specific phase of the cycle

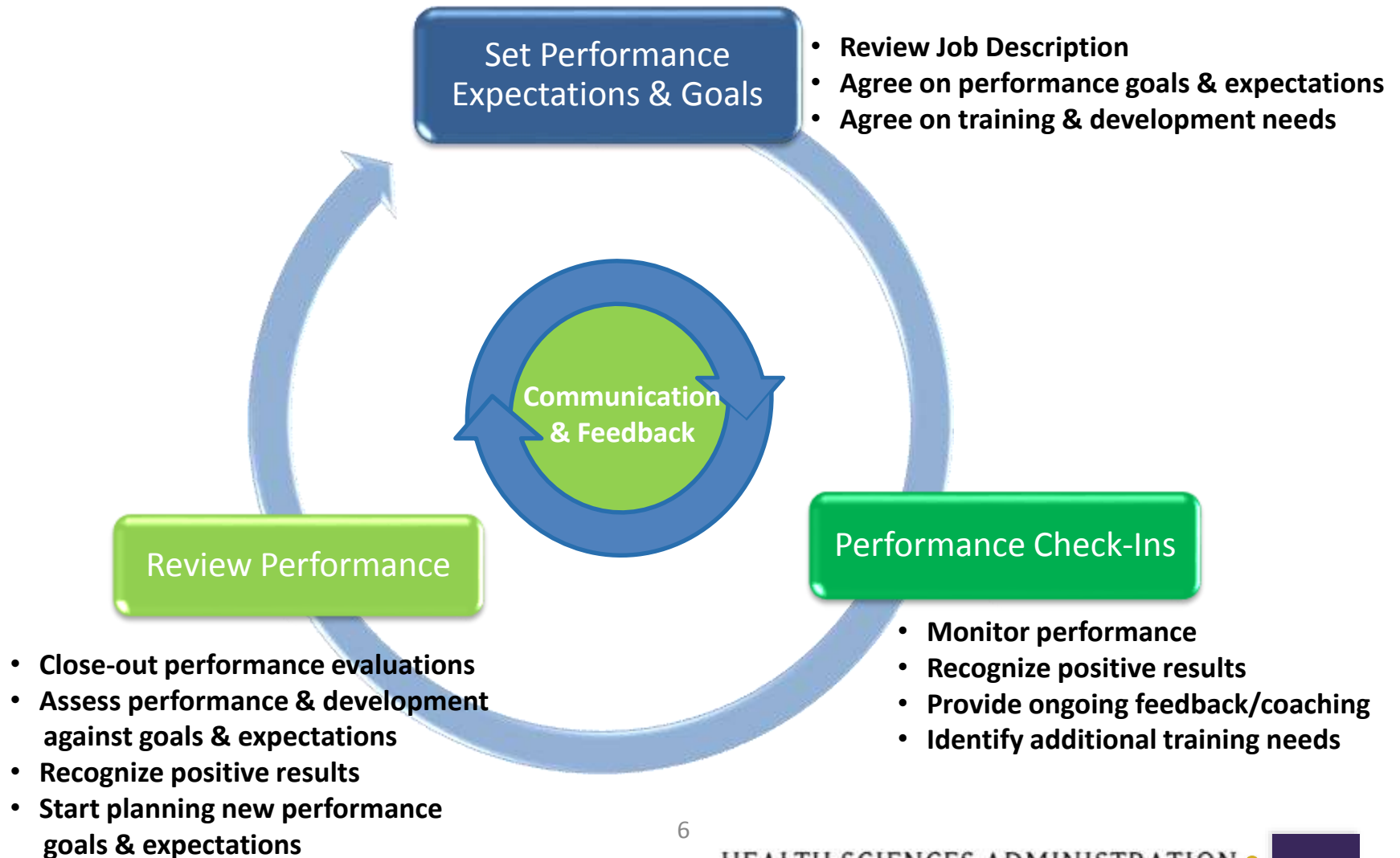
## **Keep the focus on the specific job and mission(s)**

- Individual performance against job expectations

## **Use well-written source material**

- Job description
- Professional Staff Position Description Form
- Unit Strategic Plan/Goals

# Performance Management Cycle




# New PDP Process

## What's the point?

- It's required
- Feedback
- Better metrics
- Supervisor/employee may not know everything

## Simplified and standardized

- Doing what you're supposed to do – it's a plan
- Emphasis on ongoing communication, clarity
- Cultural shift - expecting high performance

 <b>UNIVERSITY of WASHINGTON</b> HEALTH SCIENCES ADMINISTRATION			<b>PERFORMANCE DEVELOPMENT PLAN</b>		Institution / Department HSA Unit: <input type="text"/>
<b>Employee Name</b> <input type="text"/>	<b>Classification Title</b> <input type="text"/>	<b>Evaluation Period</b> FROM <b>1/01/2014</b> TO <b>6/01/2014</b>		<b>Evaluation Date</b> <input type="text"/>	
<b>ORGANIZATIONAL IMPACT &gt;</b>		How does this position contribute to the stated mission and goals of the relevant HSA Unit? <input type="text"/>			
<b>PERFORMANCE FACTORS</b>		<b>Performance Expectations</b>		<b>Examples and Comments</b>	
<b>Quality of work</b> Competence, accuracy, thoroughness, across service profile.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Exceeds expectations*	
				<input type="checkbox"/> Meets expectations	
				<input type="checkbox"/> Needs improvement*	
<b>Quantity of work</b> Use of time, volume of work accomplished, ability to meet schedules, efficiency and productivity levels.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Exceeds expectations*	
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<b>Job knowledge</b> Degree of technical knowledge, understanding of job procedures, method and best practices.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Exceeds expectations*	
				<input type="checkbox"/> Meets expectations	
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<b>Working relationships/Service</b> Communication, cooperation and ability to work with supervisor, colleagues, co-workers, students and clients served.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Exceeds expectations*	
				<input type="checkbox"/> Meets expectations	
				<input type="checkbox"/> Needs improvement*	
<b>Leadership and/or Supervisory skills</b> Leadership skills across activity scope. Training, directing and/or evaluating subordinates and/or teams, delegation, planning/organizing work, problem solving, decision-making ability, judgment, communicates effectively.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Exceeds expectations*	
				<input type="checkbox"/> Meets expectations	
				<input type="checkbox"/> Needs improvement*	
<b>Alignment and progress with Unit Mission, Values, Strategies</b> <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="checkbox"/> Exceeds expectations*	
				<input type="checkbox"/> Meets expectations	
				<input type="checkbox"/> Needs improvement*	

\*Provide specific examples of this employee's performance

**DEFINITIONS OF PERFORMANCE RATING CATEGORIES**

**Exceeds Expectations\*** – The employee regularly works beyond a majority of the performance expectations of this factor and has made many significant contributions to the efficiency and economy of this organization through such performance

**Meets Expectations** – The employee has met the performance expectations for this factor and has contributed to the efficiency and economy of this organization.

**Needs Improvement\*** – The employee has failed to meet one or more of the significant performance expectations for this factor.



Employee Name [REDACTED]	Classification Title [REDACTED]	Evaluation Period FROM 1/01/2014 TO 6/01/2014	Evaluation Date [REDACTED]
1. SPECIFIC ACHIEVEMENTS (Attach additional sheets if necessary) [REDACTED]			
2. PERFORMANCE GOALS FOR THE NEXT EVALUATION PERIOD [REDACTED]			
3. TRAINING AND DEVELOPMENT SUGGESTIONS [REDACTED]			
4. ATTENDANCE (Supervisor's Comments) [REDACTED]			
RATER'S NAME (Supervisor or primary evaluator) [REDACTED]	RATER'S TITLE [REDACTED]	RATER'S SIGNATURE [REDACTED]	DATE RATED [REDACTED]
EMPLOYEE'S COMMENTS - [REDACTED]			
This performance evaluation was discussed with me on the date noted above. I understand that my signature attests only that a personal interview was held with me; it does not necessarily indicate that I agree with the evaluation.		EMPLOYEE'S SIGNATURE [REDACTED]	DATE SIGNED [REDACTED]
SECONDARY REVIEWER'S SECTION (where bargaining unit, HSA unit or department policy requires a secondary review of rater's evaluation)			
Reviewer's Comments:   			
REVIEWER'S NAME (Print or Type) [REDACTED]	REVIEWER'S TITLE [REDACTED]	REVIEWER'S SIGNATURE [REDACTED]	DATE REVIEWED [REDACTED]

• A copy of the signed evaluation will be provided to the employee upon request.

Revised 4/25/2014

## PDP Process Steps

1. Unit PDP practices communicated
2. Supervisor establishes PDP schedule for team
3. Supervisor develops PDP form
4. Employee self-evaluates
5. Supervisor provides employee with draft PDP
6. Employee and supervisor meet to review
  - Goals, expectations
  - Current performance ratings
  - Discuss and further develop plan for next performance period
7. Finalize PDP, sign – next steps

# From Source docs to PDP

**Source docs:** Job description, PSPDF, Unit Strategic Goals

**Significant performance expectations**

**Determine key goals**

- What the employee needs to accomplish and...
  - what supervisor needs to clearly communicate
- Meaningful metrics
- Address linear vs. concurrent goals
- Be aware of emerging priorities

# Setting Goals

## Quality key goal

- What is the intended result or outcome?
  - How does it strategically contribute to mission?
- When will it be met?
- How will it be met?
- Is it transparent?

## SMART test

- Specific
- Measurable/Observable
- Action
- Realistic and relevant
- Timely

# Meaningful Metrics

The purpose of metrics

- Translate strategy into plans
- Measure and assess progress
- Plan for - and *drive* - improvements
- Make better data-based decisions
- Justify future plans

# PDP Meeting Protocol

**Be prepared - docs and ducks in a row**

**Be honest - work together**

**Supervisors *guide* a conversation, not control a discussion**

**Identify and discuss what...**

- Supervisor will do to help the plan succeed
- Employee needs from the supervisor

**Next steps**

- Incorporate new information
- Develop a plan to address
  - Resources – time, money
  - Employee needs and team equity
  - Alignment

# HSA Strategy

**OD Specialist as HSA shared service**

**Units' organizational culture aligned to support performance**

**Elevate capacity**

- Best practice models
- Tools, training and implementation

**High Performing Individuals and Teams**

- Best Practices Hiring
- Performance Management – Performance Development
- Recognition – Retention - Reward

## PMP Future State      HSA - UW

Culture aligned to support high performance

- Consistent, ongoing feedback for all personnel
- Supports strategic goals
- Drives linkage to Unit, HSA and UW missions

Standardized, effective, efficient systems tools

- Established, relevant
- Accessible

Systems for accountability and recognition

Web-based processes with delegated access to:

- Performance data
- PMP activities



# QUESTIONS?

# 3 Point Rating Scale

## Meets Expectations

Performance fully meets job requirements and expectations on a consistent basis. Performs tasks/functions and meets performance factors:

- performs and sustains the function at a *high quality* level
- in alignment with strategic goals
- initiates and/or volunteers
- consistent, thorough, timely

## **Exceeds Expectations**

Performance consistently exceeds requirements, reaching a very high level found only in a small percentage of people; with minimum supervision or directions, achievements are well beyond those expected at this level. Has a unique, positive, and outstanding impact on the organization.



*Qualifies for recognition, reward and active measures to retain and/or advance this employee*

## **Needs Improvement**

Performance sometimes meets requirements, but not consistently; improvement necessary. Unsatisfactory; consistently failed to meet the performance expectations for this factor(s)



*Qualifies for immediate follow-through, feedback, coaching, possible corrective action; supervisor provides timely, specific documentation and appropriate planning*

## PERFORMANCE DEVELOPMENT PLAN

Institution / Department

HSA Unit: **HSA**

Employee Name	Classification Title	Evaluation Period	Evaluation Date
Teresa Strathy <b>(CURRENT)</b>	Program Operations Specialist – HSA OD Specialist	FROM <b>1/01/2014</b> TO <b>6/01/2014</b>	6/15/2014
<b>ORGANIZATIONAL IMPACT</b>	<i>How does this position contribute to the stated mission and goals of the relevant HSA Unit? Builds capacity, develops and models best practices through training, tools</i>	<i>How does this position contribute to the UW mission? Improves and promotes an effective culture and adaptive, accessible models across HS units to support the educational, research and service mission, vision and values of the UW</i>	
PERFORMANCE FACTORS	Performance Expectations	Examples and Comments	RATING
<b>Quality of work</b>  Competence, accuracy, thoroughness, across service profile.	<ul style="list-style-type: none"> <li>Requirements, strategies, needs are understood</li> <li>Final best practices product applicable, technologically proficient</li> <li>Status of work/projects effectively communicated</li> </ul>	<ul style="list-style-type: none"> <li>Scope clarified during onboarding and check-ins</li> <li>HSA SMT, HRC positive; survey feedback reviewed web-access, analytics tracked, positive comments</li> <li>PMP materials delayed; HSD meeting report-outs timely at 100%</li> </ul>	<input type="checkbox"/> Exceeds expectations*
			<input checked="" type="checkbox"/> Meets expectations
			<input type="checkbox"/> Needs improvement*
<b>Quantity of work</b>  Use of time, volume of work accomplished, ability to meet schedules, efficiency and productivity levels.	<ul style="list-style-type: none"> <li>Outcomes aligned with Strategy Map, JD focus 3 areas</li> <li>Work/projects reflect cross-organizational impact</li> <li>Effectively manages fluctuating volume and multiple projects per Focus 3 and 35-35-30</li> <li>Emerging priorities clarified, planned, implemented</li> </ul>	<ul style="list-style-type: none"> <li>Work product tracking demonstrates alignment with 3</li> <li>6 of 9 HSA Units represented first quarter</li> <li>20-50-30 reflects revisiting/rebalancing</li> <li>Routine work continued while absorbing new team member, Exec hire, IPE initiative and IT/AV migration,</li> </ul>	<input type="checkbox"/> Exceeds expectations*
			<input checked="" type="checkbox"/> Meets expectations
			<input type="checkbox"/> Needs improvement*
<b>Job knowledge</b>  Degree of technical knowledge, understanding of job procedures, method and best practices.	<ul style="list-style-type: none"> <li>Model attitude of continuous learning and process improvement across JD Focus 3</li> <li>Incorporates UW/HSA processes, industry best practices, field and survey feedback</li> <li>Actively develop subject matter expertise in client areas</li> </ul>	<ul style="list-style-type: none"> <li>Consistently shares/ gathers knowledge with particular emphasis on training</li> <li>Analyzes, makes independent decisions to present for final review/approval (Qtr 3 Sup Trng exemplary)</li> <li>Created 3 units' BP Interviewing questions for bank</li> </ul>	<input type="checkbox"/> Exceeds expectations*
			<input checked="" type="checkbox"/> Meets expectations
			<input type="checkbox"/> Needs improvement*
<b>Working relationships/Service</b>  Communication, cooperation and ability to work with supervisor, colleagues, co-workers, students and clients served.	<ul style="list-style-type: none"> <li>Equally proficient with groups, 1:1, audiences</li> <li>Proactively and effectively communicate expectations, status, and challenges</li> <li>Professionally positive toward work/colleagues/clients</li> </ul>	<ul style="list-style-type: none"> <li>Very proficient in 1:1 - audience; gaining exposure with HSD group and will transition to HSD presentations</li> <li>Models EC tools for HSA All-Hands with positive result</li> <li>Respectful, positive; effective w/challenging individuals</li> </ul>	<input type="checkbox"/> Exceeds expectations*
			<input checked="" type="checkbox"/> Meets expectations
			<input type="checkbox"/> Needs improvement*
<b>Leadership and/or Supervisory skills</b>  Leadership skills across activity scope. Training, directing and/or evaluating subordinates and/or teams, delegation, planning and organizing work, problem solving, decision-making ability, ability to communicate effectively.	<ul style="list-style-type: none"> <li>Professionally represents HSA to units, UW, partners, public</li> <li>Problem solver – analysis to effective implementation</li> <li>Effectively plan to accomplish goals, communicates roles, expectations, status, needs, success</li> </ul>	<ul style="list-style-type: none"> <li>Increasingly recognized as respected, trusted trainer, facilitator, collaborator (see feedback results)</li> <li>Recognized trends in PDP compliance, led work group to successful resolution; empowered members</li> <li>Sought as team member; active listener, collaborator with noted and appropriate discretion and judgment</li> </ul>	<input type="checkbox"/> Exceeds expectations*
			<input checked="" type="checkbox"/> Meets expectations
			<input type="checkbox"/> Needs improvement*
<b>Alignment and progress with Unit Mission, Values, Strategies</b>  <div style="background-color: #cccccc; width: 40px; height: 15px; margin-top: 5px;"></div>	<ul style="list-style-type: none"> <li>Elevates capacity of team</li> <li>Communicates OD services/resources, tracks needs</li> <li>Advance collaboration, cooperation &amp; compliance</li> </ul>	<ul style="list-style-type: none"> <li>Creates/integrates focused, effective tools, training (PDP initial roll-out, EPP <u>comms</u>)</li> <li>Weekly interactions scheduled, website updates 3/<u>wk</u></li> <li>Work groups, HSA/cross-unit cooperation, PDP roll-out</li> </ul>	<input type="checkbox"/> Exceeds expectations*
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Employee Name Teresa Strathy	Classification Title POS – HSA ODS	Evaluation Period FROM 1/01/2014 TO 6/01/2014	Evaluation Date 6/15/2014
<p>1. SPECIFIC ACHIEVEMENTS (Attach additional sheets if necessary)</p> <p>A. 4 HSA Units trained to PDP process under accelerated timeline</p> <p>B. Leveraged UWMC contacts to provide subject matter expertise to HSA re: Lean Project and AV Training Equipment</p> <p>C. Qtr 3 Supervisor Training requested for regional conference (attachment B)</p> <p>D. Pending – from Teresa</p> <p>➤ Teresa continues to add to her UW-HSA knowledge base while meeting tasks and responsibilities identified in her JD, HSA Strategy Map and HSA Roadmap. She is developing into a trusted, reliable and responsive resource and represents HSA consistently and capably. She demonstrates increasing capabilities across the 3 focus areas (metrics C) while modeling the HSA Values.</p>			
<p>2. PERFORMANCE GOALS FOR THE NEXT EVALUATION PERIOD</p> <p>A. 2014-2015 Quarterly Supervisor Training available, scheduled and communicated by 8/01/14</p> <p>B. Presenting data, condensed training modules at HS Directors' bimonthly meeting by 11/18/14 (attachment D)</p> <p>C. Actively participates in HSA Lean IT Project; role identification by 7/01/14</p> <p>D. Lead HSA website supervisor tools re-design and roll-out by 12/01/14</p> <p>➤ Supervisor will assist in developing quarterly goals, meeting weekly for check-ins, weekly all-team discussion and daily for operational issues.</p>			
<p>3. TRAINING AND DEVELOPMENT SUGGESTIONS</p> <p>A. F2 Lean Training completed by 10/01/14</p> <p>B. Attend WA State Lean Transformation Conference and leverage reports 10/30/14</p> <p>C. Advanced PowerPoint Training (negotiate timeline)</p> <p>D. Pending - from Teresa</p>			
<p>4. ATTENDANCE (Supervisor's Comments)</p> <ul style="list-style-type: none"> <li>Plans and notifies appropriately. Delegation is consistently aligned with HSA protocol. Access to ODS resources available.</li> <li>As .5FTE, maintained prof. staff flexibility to meet organizational needs</li> </ul>			
RATER'S NAME (supervisor or primary evaluator) Peggy Smith	RATER'S TITLE HSA Assistant Director	RATER'S SIGNATURE 	DATE RATED 
EMPLOYEE'S COMMENTS – Pending – from Teresa			
This performance evaluation was discussed with me on the date noted above. I understand that my signature attests only that a personal interview was held with me; it does not necessarily indicate that I agree with the evaluation.		EMPLOYEE'S SIGNATURE 	DATE SIGNED 
SECONDARY REVIEWER'S SECTION (where bargaining unit, HSA Unit or department policy requires a secondary review of rater's evaluation)			
<p>Reviewer's Comments:</p> <p>Pending Dave Anderson review and signature – HSA practice for next level review of new hires' initial PDP</p>			
REVIEWER'S NAME (Print or Type) 	REVIEWER'S TITLE 	REVIEWER'S SIGNATURE 	DATE REVIEWED 

# Avoid

- References to health conditions
- References to HR or legal proceedings
- All-encompassing language
- Halo or horn effect
- Rating against other peers
- Ignoring performance based on anticipated events or perception of compensation

# Who to contact...



- Your supervisor
- Your administrator
- HSA
  - Teresa Strathy
  - Peggy Smith
  - Bob Ennes
  - HSA website or Kelsey Croft at 206-543-7202
- HRC Kelly Johnson