

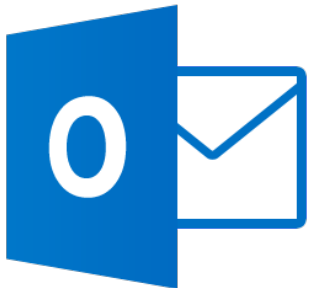
# Performance Communication

## HSA Supervisors

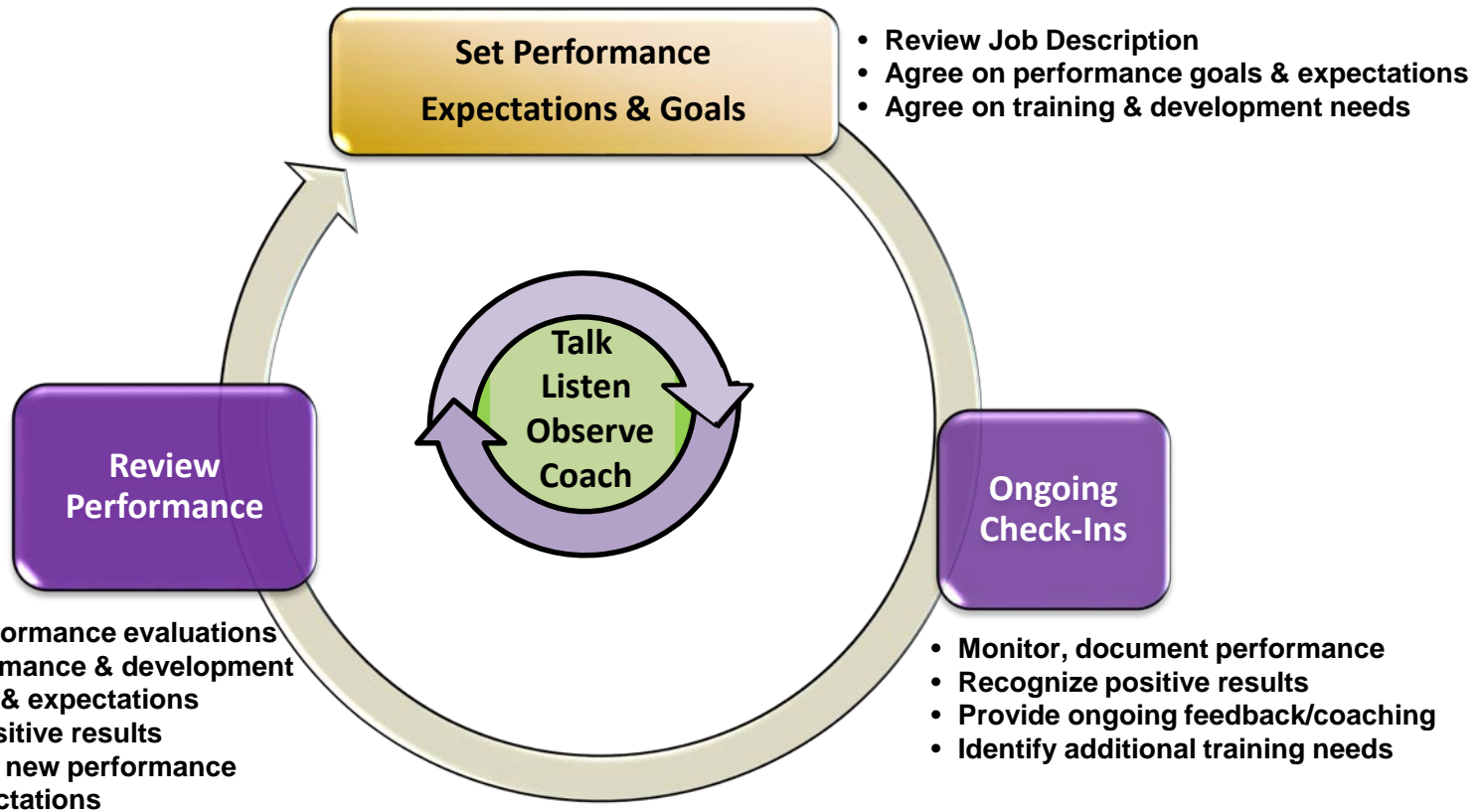
October 23, 2014

# Ground rules

- Network opportunity
- Respect others' thoughts
- Give others opportunity to speak
- Avoid distractions



# Performance Management Cycle



# Set Stage for Success

- Identify
  - Organizational needs
  - Employee contributions
  - Supervisor support for employee success
- Focus
  - Specific job (action)
  - Individual performance against expectations
  - Alignment with mission

# Use Resources

- Use *well-written, current* source material
  - Job description
  - Professional Staff Position Description Form
  - SOPs, accepted unit standards
  - Unit Strategic Plan/Goals
  - Alignment with HSA, UW strategies

# Prepare

- Rule of 3
  1. What is the **P**ROBLEM?
  2. What are the **E**XPECTATIONS?
  3. What is the **I**MPACT?
- Make your opening statements count
- Know limits, exit strategy
- Be aware of verbal vs. **nonverbal** language

# Really Red Flags

- References to health conditions
- References to HR or legal proceedings
- Dismiss, demoralize or denigrate
- Rating against other peers
- Ignoring performance based on anticipated events or perception of compensation

# Red flags are waving when..

- Stray from message
- All-encompassing language
- Halo or horn effect
- Sound or appear defensive
- Reinforce negatives
- Over-reassurance
- Apologize (unless you've done something wrong)



# Practice, practice, practice...

- Framing your key messages, intent
- Blocking and bridging
- Flagging
- Acknowledge fear/uncertainty
- Traveling the high road
- Appropriate body language
- Restate intent

# H x 3

- Hope is not a strategy
- Hostility is not a default strategy
- Hugs are not a reasonable outcome

# SCENARIOS

**Poor Performance**

**Attendance**

**Unprofessional Behavior**

# HSA Strategies

- **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**
- *Successful employees will embrace and lead change*

# Who and When Framework

- **Start local: Unit contacts and internal structure**
  - Strategies, standards, supervisory nuts/bolts
  - Routine management, development, succession
- **HSA**
  - Teresa; best practices training, OD, AD+ Searches
  - Peggy; personnel alerts, strategy alignment
  - Bob; personnel alerts, compensation
- **HR Consultant** – Kelly (it's a partnership)
  - Non-routine or urgent personnel issues
  - Assistance with planning corrective actions
  - Review, editing, approval of HR documents
  - Consultant vs. counselor

# Who else?

- UW Hires, UW Temps, Job postings – Employment Specialist
  - Lacey Johnston [tljohns@uw.edu](mailto:tljohns@uw.edu)
- Questions on OWLS - [Askowls@uw.edu](mailto:Askowls@uw.edu)
- OPUS entry or salary payments – [payroll@uw.edu](mailto:payroll@uw.edu)
- LTR Cris Cruz [cgcruz@uw.edu](mailto:cgcruz@uw.edu)
- Retirement or insurance benefits – [benefits@uw.edu](mailto:benefits@uw.edu)
- Affiliate status – [bseliga@uw.edu](mailto:bseliga@uw.edu) – Becky Seliga
- FMLA – [bseliga@uw.edu](mailto:bseliga@uw.edu)
- Shared Leave – [bseliga@uw.edu](mailto:bseliga@uw.edu)
- Temporary Salary Increases – [cpie433@uw.edu](mailto:cpie433@uw.edu) – Chris Pierce
- Service Credit & Leave Balance transfers – [cpie433@uw.edu](mailto:cpie433@uw.edu)
- Student Employment – [cpie433@uw.edu](mailto:cpie433@uw.edu)

# HSA Resources

- Each other
- [HSA website](#) - contact Kelsey for log-in
- Shared services OD Specialist – Teresa
  - Best Practices Interviewing & Hiring
  - Performance Development/Management Program
  - Supervisor Training
  - Directors' Requests
- Call HSA 3-7202 for questions/referral