

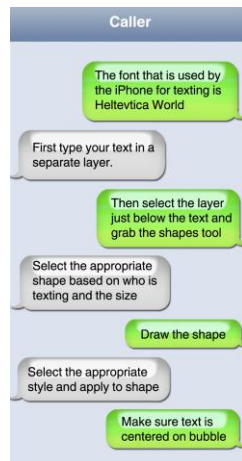
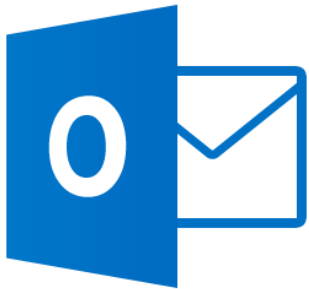
Performance Communication

HSA Supervisors

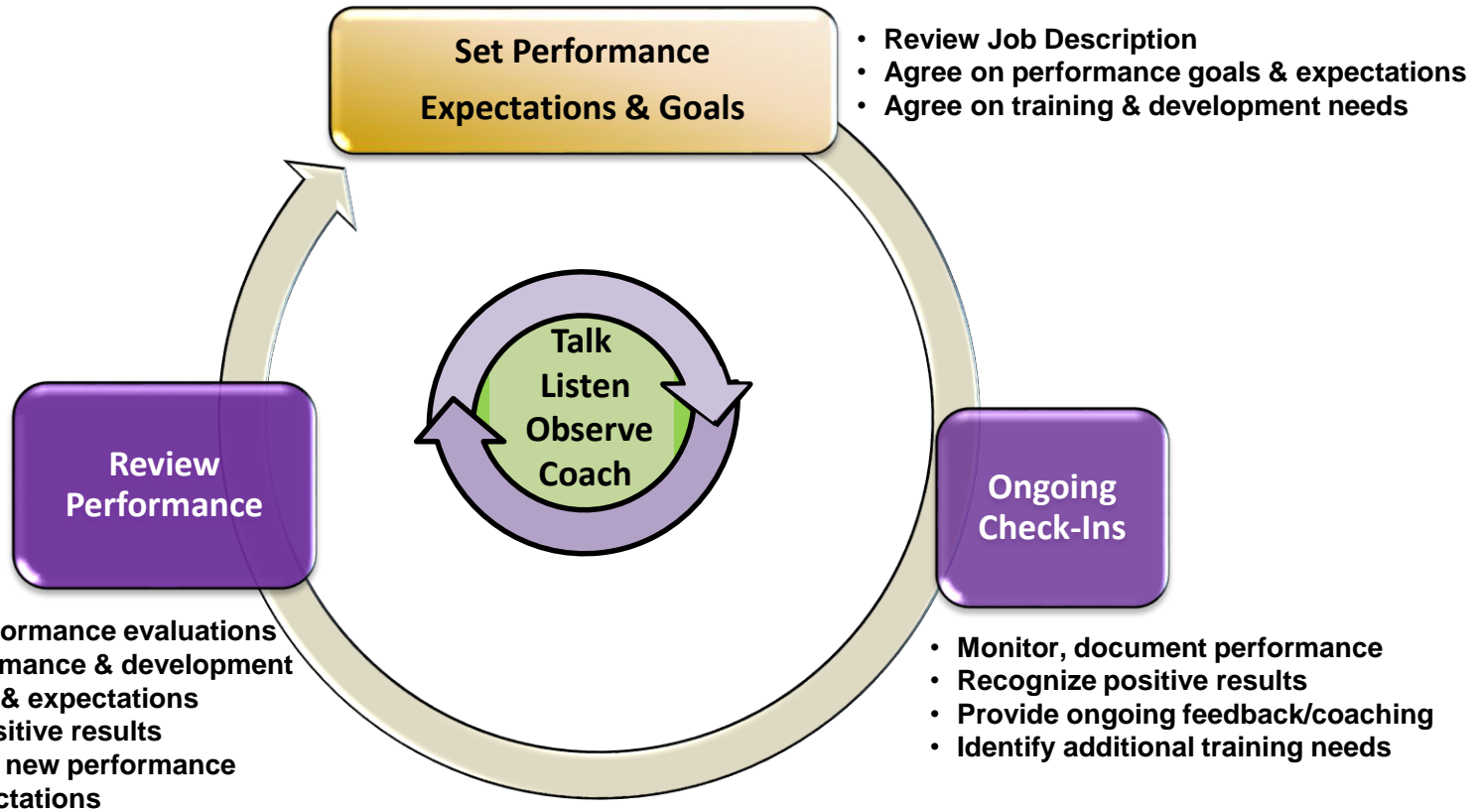
October 23, 2014

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** –it's a partnershipNon-routine or urgent personnel issues
 - Assistance with planning corrective actions
 - Review, editing, approval of HR documents
 - Consultant, not a counselor

Who else?

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