



Performance Management: Supervisory Best Practices

K-State Supervisory Foundations

Pillar I: Establishing
Your Supervisory Foundation

Justin Wild

Maggi Denton

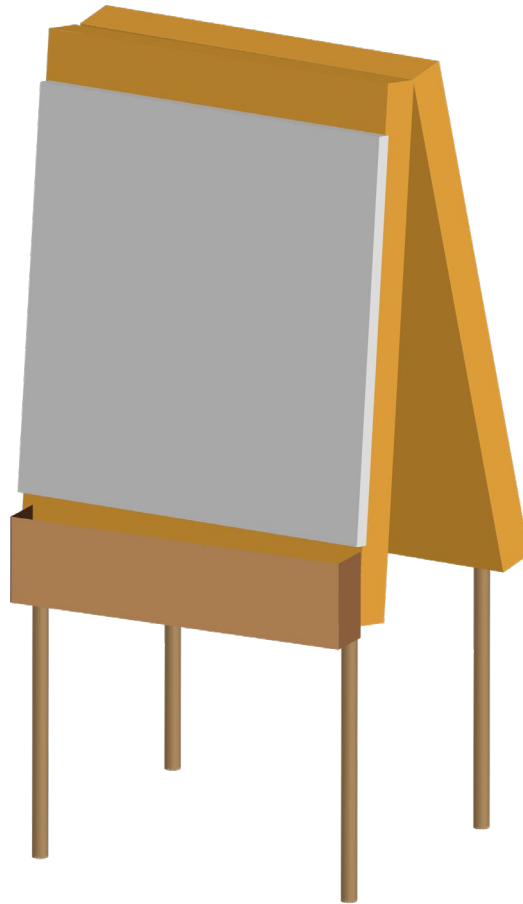
Before We Begin

- KSU will be releasing a new performance management system in the coming months.
- Details will be forthcoming.
- This presentation is focusing on best practice of performance management for both USS and Unclassified Employees.

Objectives


- Identify Best Practices and Delivering Effective Planning Session
- Create effective SMART Objectives and Competencies
- Review Common Biases
- Tips for Handling Employee Disciplinary Actions
- USS Special Review - Unclassified Performance Improvement Plan
- Document, Document, Document

Benefits of Performance Reviews



Purpose and Benefits

- Provide communication and feedback
- Historical record of performance
- Judge future job assignments
- Improve performance and/or behavior
- Basis for modifying or changing behavior toward effective working habits
- Raise self-esteem, motivation
- Assists with professional development
- Set standard of excellence
- Helps with personnel decision (disciplinary action)
- Demonstrates a commitment to strong working relationship

The seal of Kansas State University is visible in the top left corner, partially obscured by a purple vertical bar. It features a circular design with the text "KANSAS STATE UNIVERSITY" and the year "1863".

“Embracing failure, giving credit for success and providing support for people to be human builds strong relationships between a community of co-workers, this affects retention rates but also allows employees to be more efficient, effective and powerful workers because they work better through the inevitable distractions of conflict, burnout and more. They highly appreciate the healthy community that they work for.”

By Dorie Clark

Duke University Professor

Mixing Pay Raises and Performance Reviews



Preparation for Performance Reviews

□ Planning Session

- Schedule time for preparation
- Review Handbook, Section C40-48 and PPM 4080
- Review previous documentation
- Identify objectives and competencies
- Seek reviewers input
- Schedule employee meeting

Create Well-Aligned SMART Clear Objectives

S

- **Specific:** State exactly what you want to accomplish (Who, What, Where, Why)

M

- **Measurable:** How will you demonstrate and evaluate the extent to which the goal has been met?

A

- **Achievable:** stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?

R

- **Relevant:** How does the goal tie into your key responsibilities? How is it aligned to objectives?

T

- **Time-bound:** Set 1 or more target dates, the “by when” to guide your goal to successful and timely completion (include deadlines, dates and frequency)

BREAK



Creating a S.M.A.R.T. Task Objective

“Mop the floor”

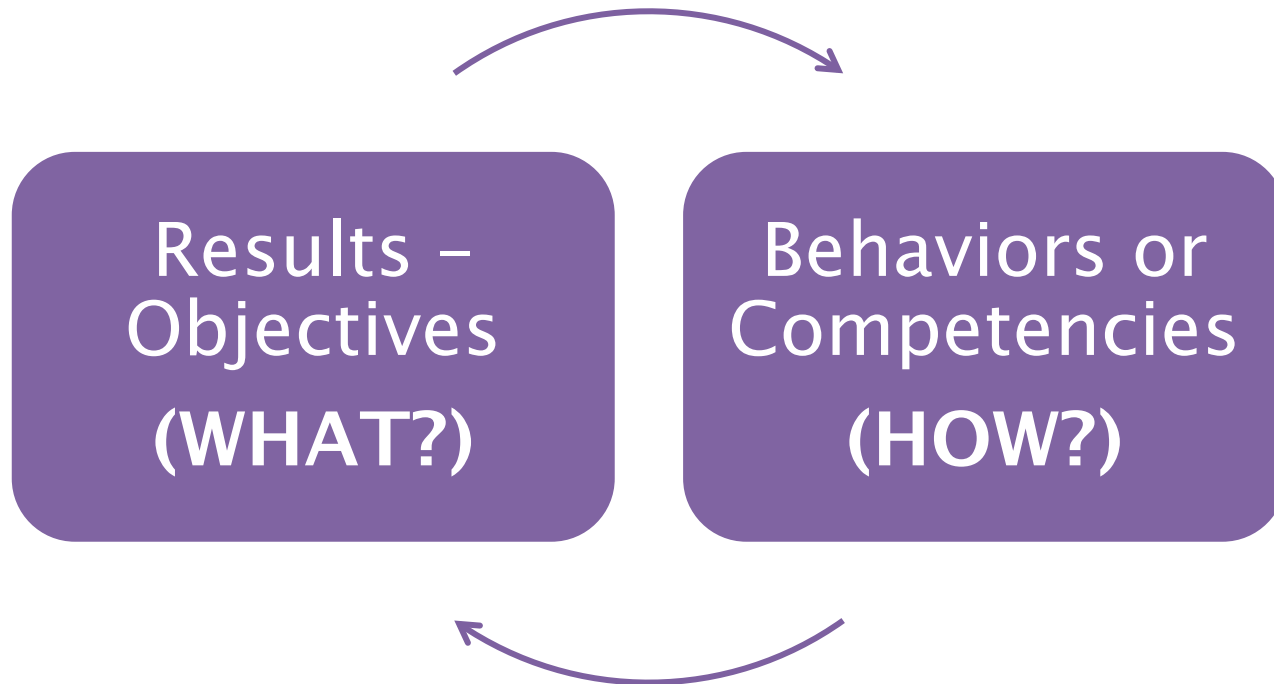


Create Employee SMART Objective



Competencies

Task Objectives & Competencies/Behaviors



Definition of a Competency

Observable and **measurable**
skills and behaviors
that contribute to
workplace effectiveness
and **career success.**

They determine how we do our jobs,
how we accomplish goals.



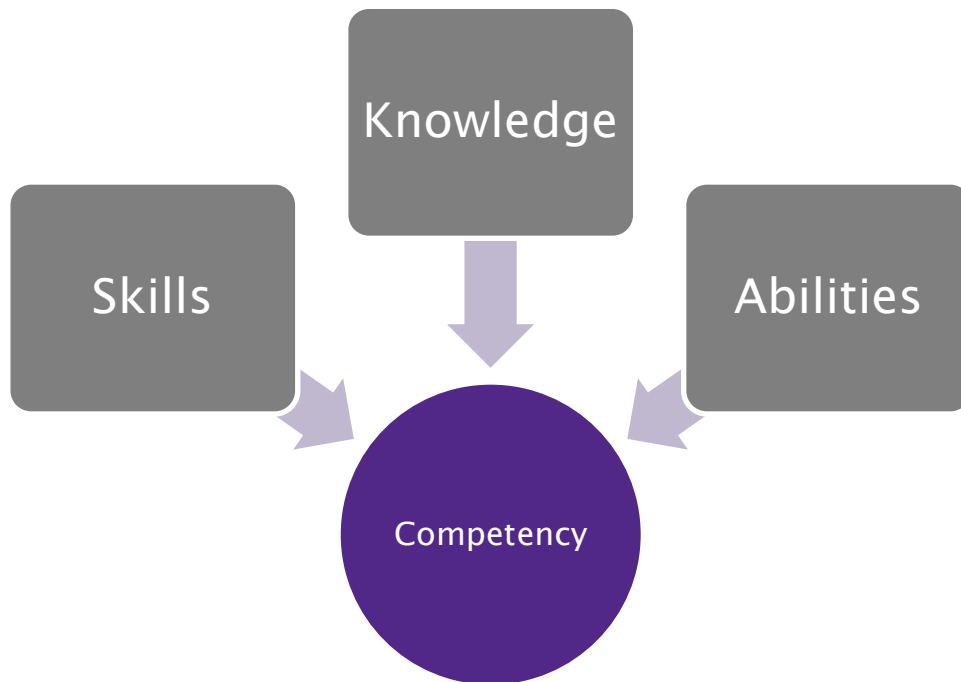
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KANSAS STATE
UNIVERSITY

Definition of a Competency

Example: Conduct a presentation.



- **Skill** – Speaking, Active Listening
- **Knowledge** – PowerPoint, Content, English Language
- **Abilities** – Oral Expression, Written Expression
- **Competency:**
Communicates Effectively- *Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.*

Competency Definition

- **Customer Focus** – Building strong customer relationships and delivering customer centric solutions.
- **Communicates Effectively**- Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- **Instills Trust** – Gaining the confidence and trust of others through honesty, integrity, and authenticity.
- **Values Differences** - Recognizing the value that different perspectives and cultures bring to an organization.

Examples of the “How”

Skilled at Customer Focus: Be aware of customer needs, identify opportunities that benefit the customer, build and deliver solutions that meet customer expectations, establish and maintain effective customer relationships.

- **How:** Ask customers for their feedback, listen to what the customer is saying, and etc.

Skilled at Communicates Effectively: Demonstrates high quality and effective interpersonal communication skills with subordinates, peers, and supervisors through clear, concise written and oral communications. Maintains healthy working relationships. Appreciates the diversity of others. Displays an appropriate balance between personal effort and team effort.

- **How:** Attentively listen to others, good eye contact, see the value of different perspectives, open to other’s ideas, facial expressions open and friendly, and etc.

Poor Performance Review Meeting Video



Strategies for an Effective Planning Session

Takes Preparation

1. Feedback from Reviewer
2. Feedback from Employee
3. Meet regularly to define what success looks like (objectives, competencies)
4. Shift Mindset from Evaluator to **Coach**

Coaching Tips

Support a learner in achieving a specific professional goal by providing training and guidance.

By:

- Show confidence in their ability
- Focus on problem or behavior
- Discuss solutions
- Agree on action plan
- Feedback, feedback, feedback

Meeting with Employee

1. Spend time on positive aspects (Meet or above expectations employees)
2. Be genuine, honest, candid, show you care
3. Don't sugar coat bad news
4. Active Listener
5. Solution Focus
6. Schedule Next Meeting

Aim at Employee talking more than half of the time



Keep your Biases in Check

Halo
Effect

Central
Tendency

Strictness-
Leniency

Recent
Behavior

Spillover
Effect

Friendship

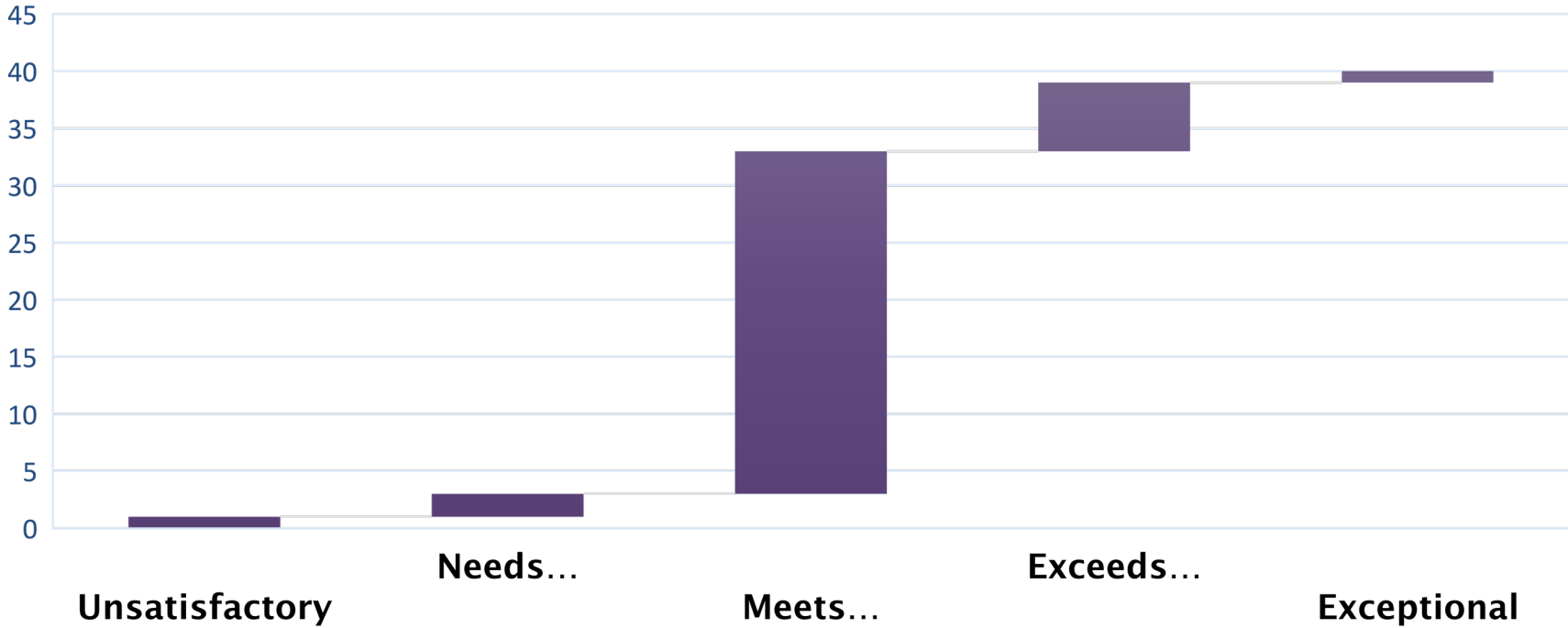
Stereotypes

Contrast
Effects

First
Impressions

Similar-to-
me

Overall Rating



Signature Page

Performance Review Form Signatures

Performance Planning Discussion:

Employee's Signature*: _____ Date: 01/10/2016

Manager's Signature (completed by): _____ Date: 01/10/2016

Mid-Review Discussion:

Employee's Signature*: _____ Date: _____

Manager's Signature (completed by): _____ Date: _____

End of Review Performance Discussion

Manager's Signature (completed by): _____ Date: _____

Reviewer's Signature (reviewed by): _____ Date: _____

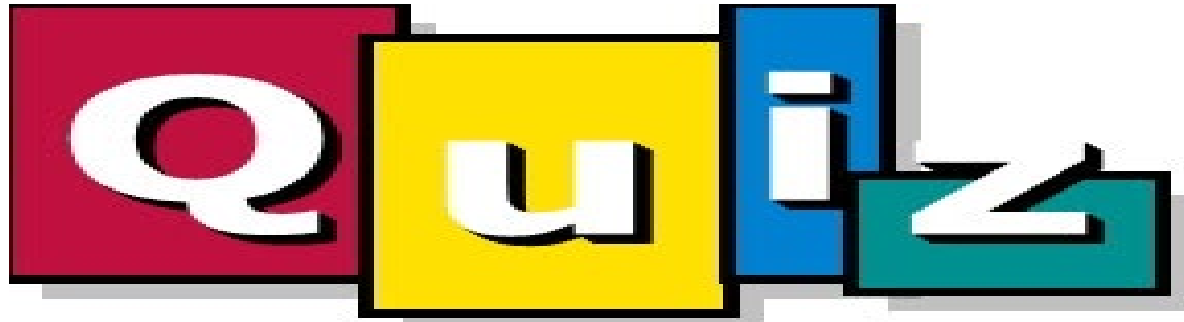
Employee's Signature*: _____ Date: _____

Note: Signature does not imply agreement with the content of the review. It only indicates the employee's awareness of the information contained herein. A permanent employee, within seven calendar days after being informed of his/her rating, may appeal to the Division of Human Resources, 103 Edwards Hall.

BREAK



© Can Stock Photo



Best Practices in Disciplinary Process

1. What are reasonable steps of the disciplinary process?
2. Can steps in the process be skipped?
3. What steps should supervisor consult with or get approval from Employee Relations & Engagement?
4. What appeal avenues do employees have for USS and Unclassified?

Before Disciplinary Action for Poor Performance and/or Bad Behavior



Failure to resolve the issues could result in further disciplinary action up to and including ...
(list the consequences)

12 Tips for Handling Employee Terminations and Disciplinary Actions



Scenarios and Reflections

Claire

Sally

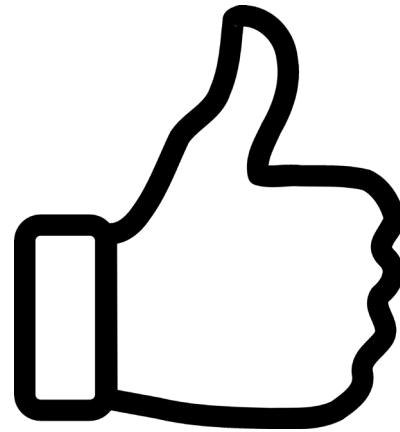
Ken

Sarah

Edwin

Documentation Best Practices

A rule of thumb: If it is not documented and presented to the employee, it did not happen.



Documentation Best Practices Continued

- Poor example: Willie the Wildcat is usually late for work. He misses too much work.
- Good example: **Willie** called in sick and **missed eight hours of work Friday**. Today, he arrived at **work at 10:00, two hours late from his scheduled shift.**

Good Performance Review Video



Key Take-Away

- Write down everything
- Letter of counseling with warning statement
- Be transparent and honest yet tactful
- Is decision supported
- Ongoing at least a mid-review coaching throughout the year
- Read your policy
- Consult with ER&E
- Refer to EAP
- Document

Any Questions



**Thank
You!!!**

www.thebodytransformation.com