



Aug. 17, 2023, Supervisors Meeting Key Elements to Managing Performance, Part II

(Review Part I Highlights)



SUMMARY

Senior HR Partners Patricia Morales, Risa Noble and Jena Privette continued the conversation on managing performance with a focus on continuing to coach through difficult situations ([timestamp 4:39](#)), providing feedback ([12:08](#)) and documentation ([15:13](#)). They also provided three example scenarios (pages 4 and 5).

EXAMPLE CONTENT

COACHING DO'S	COACHING DON'Ts
<ul style="list-style-type: none">• Build trust.• Ask open-ended questions. Set expectations and deadlines.• Be consistent.• Check in and provide feedback; and be open to receiving feedback.• Be flexible – everyone learns differently!	<ul style="list-style-type: none">• Just tell others what to do.• Not creating deadlines or expectations.• Not being consistent.• Not providing feedback or open to receiving it.• Be rigid/inflexible.

BEFORE ADDRESSING PERFORMANCE ISSUES, REMEMBER:

- This is a chance to **determine the origins** of the behavior.
- The conversation is an opportunity for supervisor and employee to come together to **problem solve**.
- **Documentation** of the conversation can hold both the employee and supervisor accountable for future success.



RESOURCES

The following resources were shared during the presentation.

[Performance Management on HR website](#)

[University Staff Separation from Employment Policy](#)

[Disciplinary Action Policy](#)

[Employee Assistance Counseling](#)



Heard in Discussion

RESPONSES TO SCENARIO #1 ([10:33](#))

From Patricia Morales to [Everyone](#):

What do you do?

From [Everyone](#):

Discuss why they are not feeling confident

Say: Tell me more. Seek to understand what is behind the lower motivation.

Communicate! See what the barriers are.

Put a timeline together with them and go over their calendar with them to see if maybe they are just feeling like they aren't equipped.



Heard in Discussion

RESPONSES TO SCENARIO #3 (29:42)

From Risa Noble to **Everyone**:

What could have been done differently?
What can the supervisor do now?

From **Everyone**:

That kind of message shouldn't be initially delivered via email; it should have been in person in the first place to start a conversation.

Managing and coaching staff takes time and must be done repeatedly over weeks/months. This situation should not be written, but in a compassionate conversation.

Don't just point out faults! Approach it from a more supportive/interested place.

Maybe take the conversation out of either of the employee or supervisors office element and talk with them in a different/neutral atmosphere.