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

<table>
<thead>
<tr>
<th>COACHING DO’S</th>
<th>COACHING DON’Ts</th>
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<tr>
<td>• Build trust.</td>
<td>• Just tell others what to do.</td>
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<td>• Ask open-ended questions.</td>
<td>• Not creating deadlines or expectations.</td>
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<tr>
<td>• Set expectations and deadlines.</td>
<td>• Not being consistent.</td>
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<tr>
<td>• Be consistent.</td>
<td>• Not providing feedback or open to receiving it.</td>
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<td>• Check in and provide feedback; and be open to receiving feedback.</td>
<td>• Be rigid/inflexible.</td>
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<td>• Be flexible – everyone learns differently!</td>
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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.
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.