Key Elements to Managing Performance
Part 2

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#1 tool to manage performance is COMMUNICATION

share expectations | articulate goals | provide feedback
TODAY

• Be a coach through performance management
• Factors that impact performance
• When performance does not meet expectations
• Documentation tips
• Scenario Discussion
"Good coaches lead their employees to empowerment, it's not something you give them, rather it's something you inspire within them. When you coach well, you actually have to manage less."

Eric Zackrison, Teacher, Trainer, Consultant, CEO of IDI.US Inc.

LinkedIn Learning "Become a Better Coach for Your Team"
## COACHING

<table>
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<tr>
<th>DO'S</th>
<th>DON'Ts</th>
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<tr>
<td>• Build Trust</td>
<td>• Just tell others what to do</td>
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<tr>
<td>• Ask <em>open ended questions</em>, set expectations and deadlines.</td>
<td>• Not creating deadlines or expectations.</td>
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<td>• Be consistent.</td>
<td>• Not being consistent.</td>
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<td>• Check-in and provide feedback; and be open to receive feedback.</td>
<td>• Not providing feedback or open to receiving it.</td>
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<td>• Be flexible – everyone learns differently!</td>
<td>• Being rigid/inflexible.</td>
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Factors That May Impact Performance

- Vague expectations or goals
- Unclear/Unfair Expectations
- Job dissatisfaction
- Inadequate Knowledge/Skills
- Lack of tools and resources
- Lack of appreciation
- Work environment culture
- Workplace Conflict
- Health Conditions and Disabilities
- Personal circumstances or family issues
- Childcare
- Elder Care
Expectancy Theory

To be motivated, employees need:

1. To know how to do their job
2. To feel confident they can do their job
3. To see the results of their work
4. To think that their work is valuable
Scenario #1

You’ve scheduled a meeting with one of your direct reports to assign a new project that they will lead. The project is important and will have an aggressive timeline.

You're confident in the employee's ability and have been looking for development opportunities. However, recently the employee has not shown as much motivation as they had been.

During your conversation, you're surprised that they are not positive about the career development opportunity.

What do you do?
REGULAR FEEDBACK LACKING FOR MANY
Nearly one-half of the workforce receives manager feedback only a few times a year or less.

HOW OFTEN DO YOU RECEIVE FEEDBACK FROM YOUR MANAGER?

- **Daily**: 7%
- **A few times a week**: 19%
- **A few times a month**: 27%
- **A few times a year**: 28%
- **Once a year or less**: 19%

Source: Gallup.
What is your most challenging part of coaching employees?
A BIT @ DOCUMENTATION

- Timeliness matters
- Include the "takeaway" for what is expected
- Keep it factual
- Focus on policies and expectations
- Write notes with the understanding that they may be viewed by others including the employee, an attorney, or even a jury
- Retain only as necessary
- Avoid overly broad content ("always", "never")
- Avoid vague or not sufficiently descriptive ("weak", "insubordinate")
- Do not include subjective explanation or personal opinion
- Do not come to legal conclusions ("sexually harassed")
- Do not keep any notes regarding private health information
TOOL: Same Day Summary (SDS)*

- It's short and to the point.
- It lists the key takeaways.
  - commitments made—who will do what by when;
  - critical facts or understandings where divergent memories or interpretations could be problematic; and
  - recognition of positive or constructive behavior.
- It's written as soon as possible after the real-time conversation, typically well within a day.
- The recipient is invited to add anything he or she thinks was omitted or to correct any perceived misstatements.

LEVEL OF DISCIPLINE FACTORS TO CONSIDER

- Fact-finding - who, what, when, where, why
- What was the impact, or possible impact, of the employee's action?
- What is the employee's past disciplinary record, and how long has it been since the last disciplinary action?
- What is the employee's length of service?
- Are there any aggravating/mitigating circumstances?
- Were there legitimate obstacles to proper performance?
- Did the employee receive advance warning of the possible or probable consequences of the their conduct/performance?
- Was there sufficient time to show correction?
- Was the rule or policy reasonable?
- Was the investigation objective and complete?

https://hr.arizona.edu/supervisors/performance-management
4/1/2023 - Sally has been checked out lately and seems like she doesn't care. Mary told me she was going to quit because Sally never helps out. Sally requested a week vacation but I denied because she needs to finish their work.

5/5/2023 - I met with Sally and mentioned she seemed checked out last month, but told her she seems OK now. They got a little teary-eyed when I told them they could take some vacation now if they wanted to.

6/15/2023 - this is the 2nd day this month that Sally has called out sick.

7/31/2023 - Now Joe has come to me saying Sally is always rude to them and knows Mary is having problems with them too. Sally called out sick again today. I told Joe that soon they shouldn't have to worry about Sally.

8/1/2023 Sally missed a major deadline and the Dean is upset.
Scenario #3

A longtime employee struggles with key aspects of their job and interacts poorly with fellow employees.

The supervisor wrote a punitive email, enumerating the employee's faults, and told the employee they had 2 months to fix things.

The employee was offended defensive, angry, completely disagreed with the statement and came to the supervisor's office to discuss.

1. What could have been done differently?
2. What can the supervisor do now?
A quick note about At-Will Employment

The University of Arizona employs approximately 600 Classified Staff Employees. Corrective action for these employees fall under Classified Staff Policy #403, Disciplinary Action

University Staff Employees are “at will”. The university culture expects supervisors to assist employees in achieving acceptable performance and conduct through frequent communication, performance evaluation, and setting clear standards.
In Conclusion

• Reach out to your Sr. HR Partner for follow-up conversations
• Share your takeaways from today (Menti.com)

Thank you!