Performance Excellence at UA

- Promotes a focus on **goals, competencies, and development**
- Create a **shared understanding** of performance & **expectations**
- **Supervisor’s focus is to coach** and provide tools to increase performance
- **Foster listening** to the employee and understanding their needs to enhance their effectiveness
- Reviews **can be done multiple times** throughout the year
What Great Supervisors Do

- They **select for talent** - not just for experience, intelligence, or determination.
- When setting expectations they **define the right outcomes** - not the right steps.
- When motivating someone they **focus on strengths** - not on weaknesses.
- When **developing an employee** they help them **find the right fit** - not simply the next rung on the ladder.
- They consider **job competency and behavior**
  - Employee demonstrates their effectiveness in relation to their job duties.
  - Employee is accountable for their behavior.
Planning For Review & Environment

- Advance planning – employee self appraisals should be completed at least 2 weeks prior to discussion.

- Plan for open dialogue – opportunity to review performance, consider lessons learned, progress for period, and establish goals and objectives for next period.

- Lay out plan for performance discussions – collect and review notes and performance based examples.

- Schedule sufficient time to focus on the review.
Planning For Review & Environment

- Prepare to discuss the full range of issues which may arise in the performance management discussion.

- Open dialogue – remember this is a shared dialogue. Encourage employees to share what tools they need to increase their performance and effectiveness.

- Respect confidentiality of the review discussion when possible.

- No cell phones, no emails, no text messaging, no electronic devices, no interruptions
Planning For Review & Environment

- Job description/addendums should tie together with performance management.

- Performance has two factors
  - Job duties – WHAT the employee is hired to do
  - Job competencies – HOW the employee completes their job duties

- Review and discuss the job duties and how the competencies relate to the duties

- Handle dissent professionally – disagreements should be noted as a matter of record
Effective Communication Skills

- Listen to understand - until they feel you understand
- Use empathetic listening if you hear emotion
- Ask “What decisions did we make?”
- Make sure the institution/team’s goals match the employee’s job goals
- Work together to develop a path forward
Before You Start

Focus on
- Performance period **goals**
- Identify areas of **strength**
- Choose one or more areas to **develop**

Consider the S.M.A.R.T. approach when setting goals
- **Specific** (simple, sensible, significant)
- **Measurable** (meaningful, motivating)
- **Achievable** (agreed, attainable)
- **Relevant** (reasonable, realistic and resourced, results-based)
- **Time bound** (time-based, time limited, time/cost limited, timely, time-sensitive)
Goal Setting/Setting Standards

- Recommend and recognize behaviors that are aligned with organizational business plans

- Establish milestone review dates
Training and Development

➢ Required Training
  ◦ Make sure UA required training is scheduled or complete
  ◦ Additional mandatory training may be assigned based on job requirements

➢ Professional Development
  ◦ Discuss where the employee would like to focus professional development efforts during the review period
  ◦ Supervisors are there to support employees achieving their goals
Performance Period – Track Progress

- Employee and supervisor should **meet regularly during the performance period**
  - Document achievements and any goal changes/updates
  - **Add** professional **development** training, experience, etc. to the review *as needed*
  - If **changes** were made during the period, keep notes
End of Review Rating

- Provide comments
  - If an employee earns a “Needs Improvement” rating, provide an action plan to address the rating
  - Human Resources is available if assistance is needed
Employee Acknowledgment

- Once the ratings are complete, the supervisor and employee should **meet to discuss the final review**

- Employee acknowledgment only confirms that the performance review is complete
Resources

- UA Human Resources (907) 450-8200, ua-hr@alaska.edu
- Collective Bargaining Agreements
  - United Academics – UNAC: https://www.alaska.edu/labor/unac/
  - United Academic – Adjuncts: https://www.alaska.edu/labor/adjuncts-info/
- Find this PDF at
  - https://alaska.edu/hr/ under “What’s New”
  - https://www.alaska.edu/myua/ under “Performance Evaluation Guide”

Thank you!