



Performance Development: Supervisor Sessions

May 1, 2019

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Agenda

1. Welcome, Overview, Warm Up Questions

2. Introductions

3. Overview – Performance Management in 2019

4. Small Group Discussion

5. Current State Assessment (TRIZ)

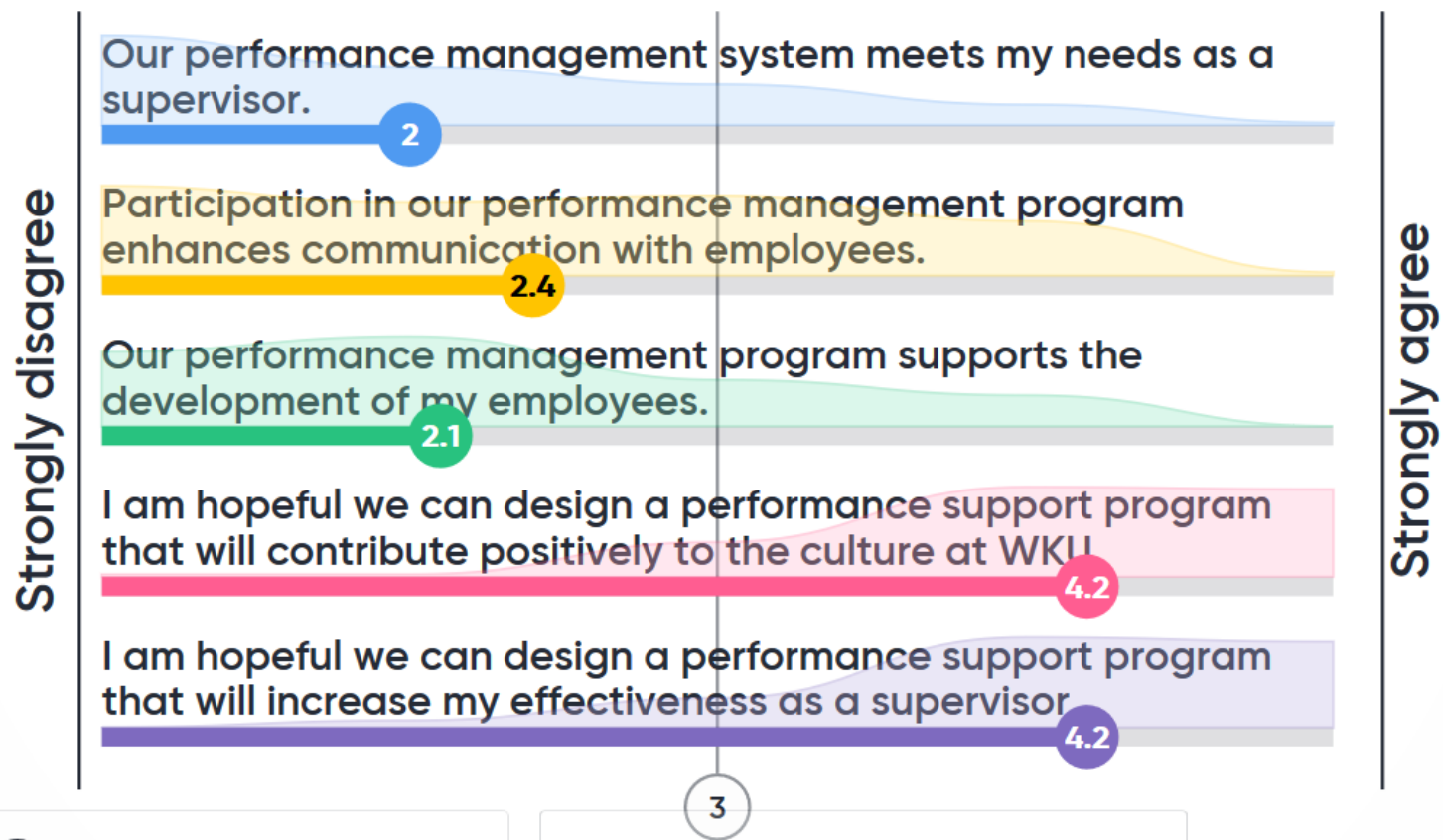
6. Future State Requirements (Min Specs)

8. Wrap Up / Next Steps

Welcome

Pre-Session Survey

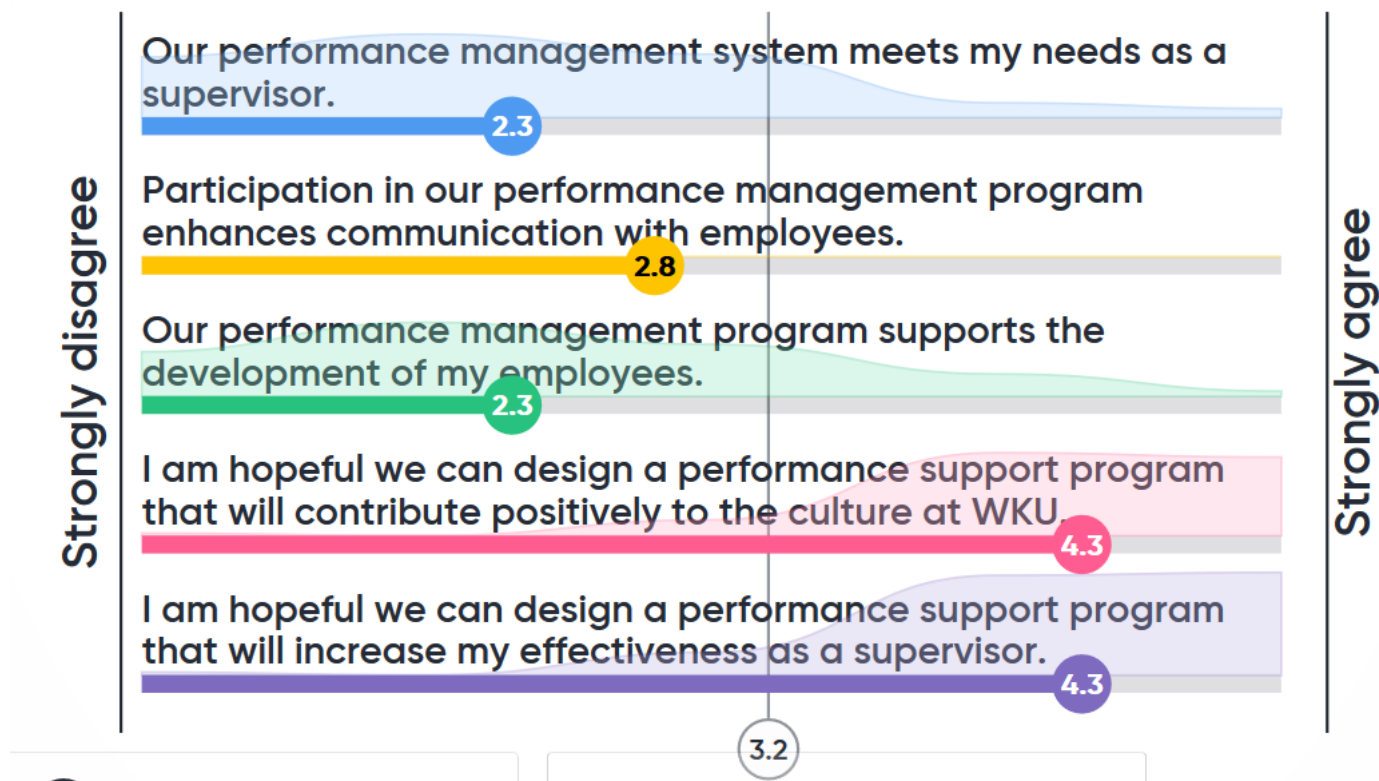
Pre-Session Survey Results (Wednesday, May 1)



Welcome

Pre-Session Survey

Pre-Session Survey Results (Thursday, May 2)



Welcome

President's Video



Click photo to watch President Caboni's message to WKU Supervisors.

Introductions

Please briefly introduce yourselves to the others in your circle.

1. Hand out your business cards (optional)
2. Say your name, department, what you do, how long you've been at WKU
3. Describe one thing you enjoy about what you do



Welcome

WKU Strategic Plan 2018 – 2028

1. Design and implement a **consistent, university-wide performance evaluation system** to conduct annual reviews.
2. Create **compensation packages** and institute a reward system based on **equity, responsibilities, longevity, and strategic performance**.
3. Review and establish greater **standardization in position descriptions** for all employees.
4. Conduct a **comprehensive market analysis** of employee salaries and benefits, and implement necessary changes to **salary increases, personnel training, and support infrastructure**.



See the full Strategic Plan at: <https://www.wku.edu/strategicplan/>

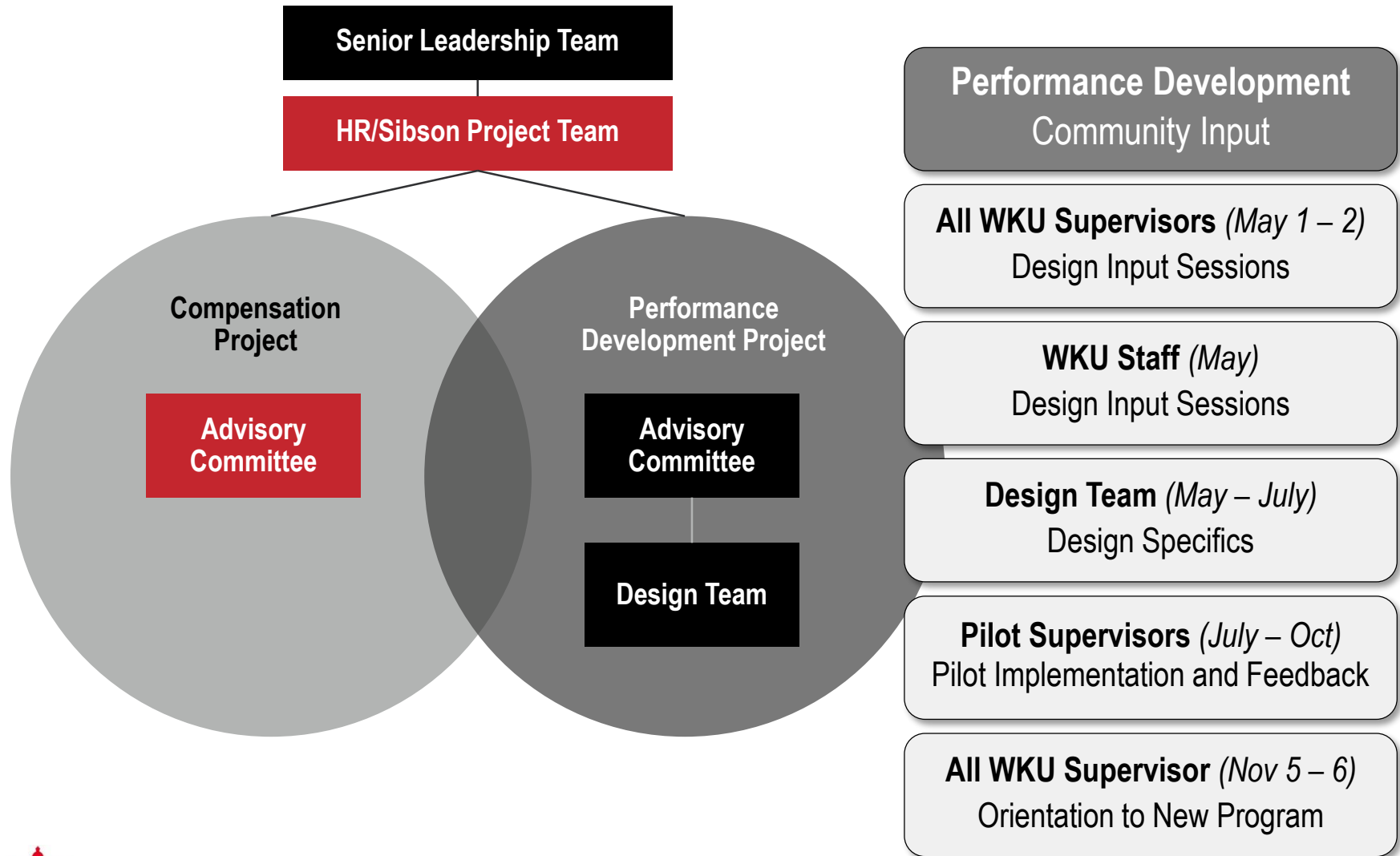
Welcome

A Whole-scale Approach to Designing the New System



Welcome

WKU Performance Development Community Input



Overview – Performance Management in 2019

We've all seen the headlines...

Performance Reviews:
Why Bother?

Yahoo's Latest HR Disaster:
Ranking Workers on a Curve

Performance Management is Broken

Why More and More Companies
are Ditching Performance Ratings

Time to Scrap
Performance Appraisals

The Push Against Performance Reviews

**GET RID OF THE
PERFORMANCE REVIEW**

Study finds that basically every single
person hates performance reviews

Here Come the Millennials and Gen Z...

Their expectations...

- Multiple opportunities for coaching
- More career progression opportunities
- Less emphasis on time in role versus their contributions
- Ample opportunities for formal and informal recognition
- Room for growth and creativity

By 2020

50%

of U.S. workforce
will be Millennial
and Generation Z

Trends in Performance Management

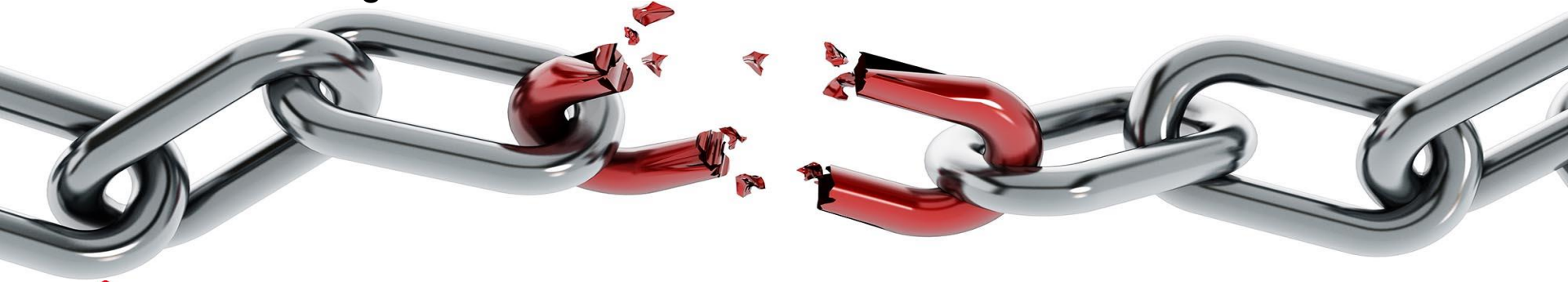
From: —————→ **To:**

| | |
|------------------------------------|-----------------------------------|
| Ratings and rankings | No ratings and rankings |
| Focus on the past | Focus on the future |
| Historic performance / compliance | Growth and development |
| Annual evaluations | Ongoing continuous feedback |
| Manager-led | Employee-driven |
| Word / PDF form /Spreadsheets | Supported by tools and technology |
| Same program for all | Flexible and individualized |
| Feedback on “negative” occurrences | Guidance and coaching |


To be more successful, organizations are overhauling performance management. This is not HR driven, but driven by organizational needs. Contemporary programs must help retain employees, develop them in order to compete; deliver ongoing performance feedback to support innovation and improvement; and create stronger channels of communication, coordination and collaboration to deliver service.

Linkages between Performance Management and Rewards

- Traditional pay for performance is broken
- Traditional merit matrix no longer works
- Decline of salary increase budgets
- Undesirable consequences of current performance management systems
 - Challenges differentiating employees
 - Minimal upward movement in salary bands
 - Budgets aren't robust enough to reward appropriately
 - Too infrequent feedback
 - Time consuming/universal dissatisfaction



Spectrum of Performance Program Design Options



Traditional performance management, paper forms, merit pay

City of Detroit,
Some higher education institutions

Paperless, Traditional performance management, paper forms, merit pay

Many general industry and higher education institutions

Automated, more focus on development with traditional process and better training and tools

MetLife, SunTrust, RaceTrac Petroleum

KPI/Data driven, no forms, surveys and outcome tracking

Adobe, Accenture, Deloitte

No performance appraisals; investment in culture and development, no “pay for performance”

Mayo Clinic

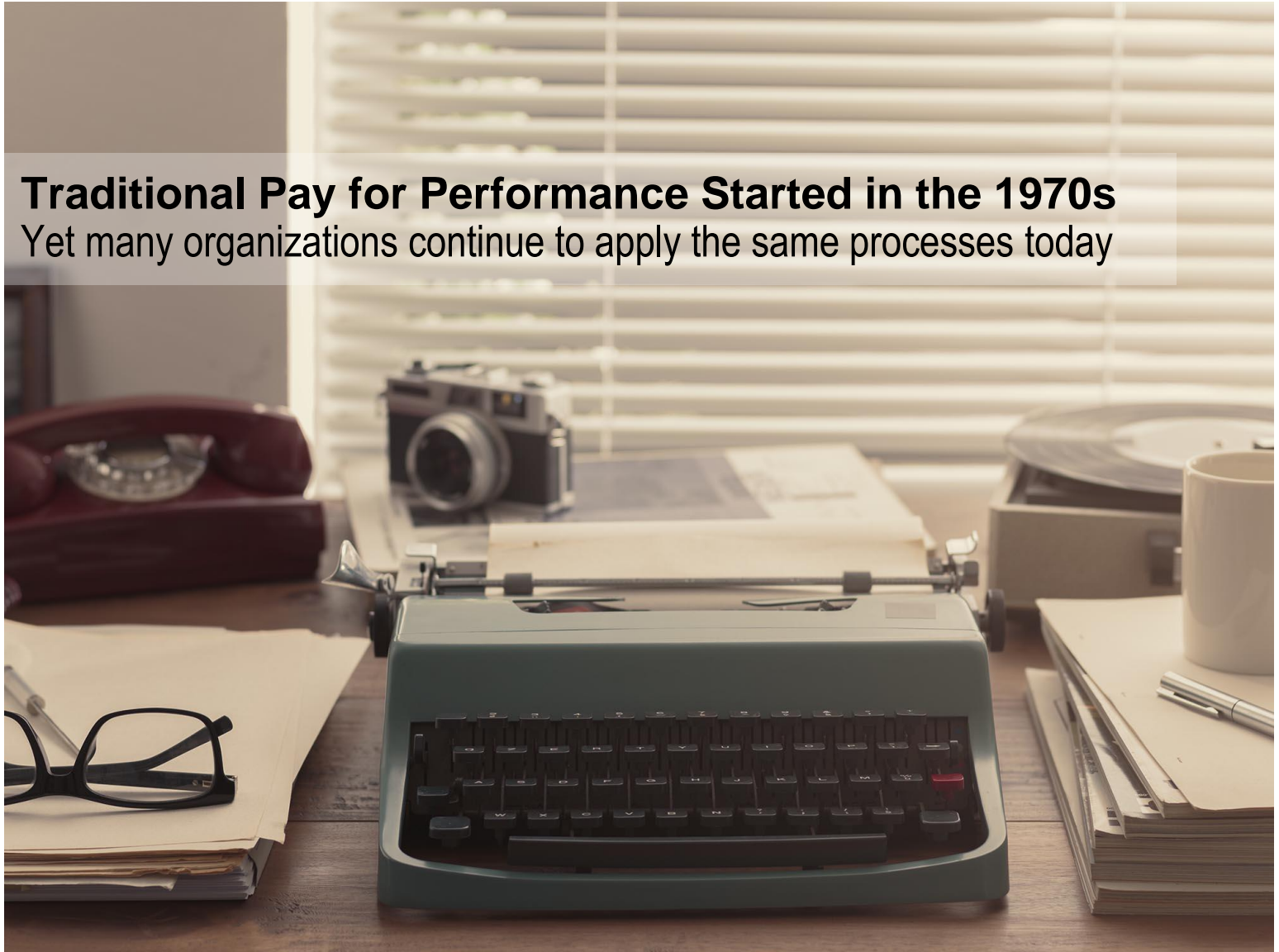
What is Performance Management?

- Is it “management”?
- Is it “performance”?
- Is it related to strategy?
- Is it still relevant?



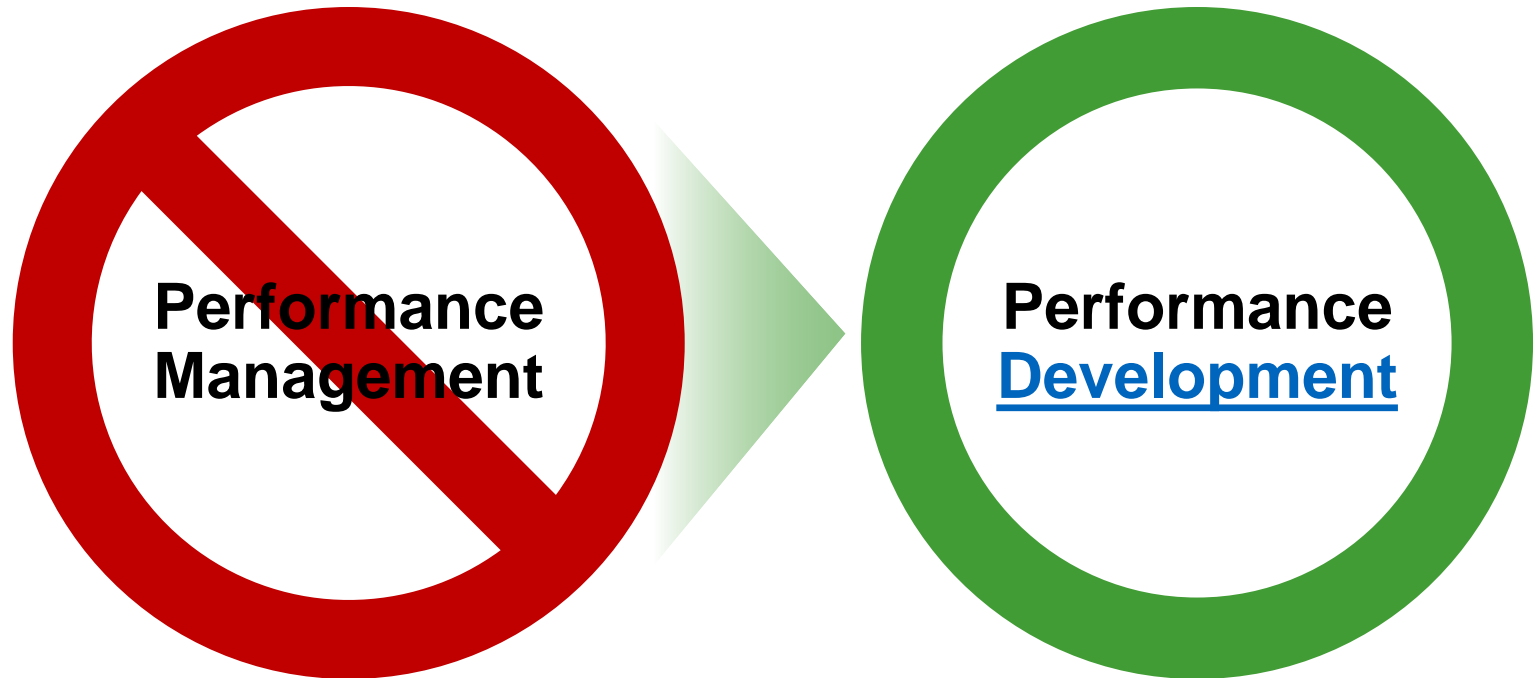
Traditional Thinking about Performance Management

Traditional Pay for Performance Started in the 1970s
Yet many organizations continue to apply the same processes today



Contemporary Thinking About Performance

Creating a Culture of Clarity, Growth and Development



What is a Performance Development Program?

Performance Development is a **clear, continuous and engaging** experience that helps employees succeed and provides **growth and rewards**

Employees can say:

- **Clear:** From end to end, the methods and systems are transparent, simple and intuitive
- **Continuous Feedback:** The dialogue with my leader never ends; rather it changes focus through the year and keeps pace with my goals, development and career focus
- **Engagement (alignment, employee fulfillment, sense of purpose):** I understand how my efforts align with the institution's mission and strategy. I feel motivated to achieve my goals because they are aligned with a sense of purpose and personal fulfillment
- **Growth:** I have the ability to build my skill set and career by following through on my skill growth and development plans with the support of my supervisor
- **Rewards and Outcomes:** The recognition, praise, promotion, job change and/or potential financial rewards I receive (salary increases, bonus, spot awards, etc.) have direct relationship to my contribution and results and outcomes I achieve

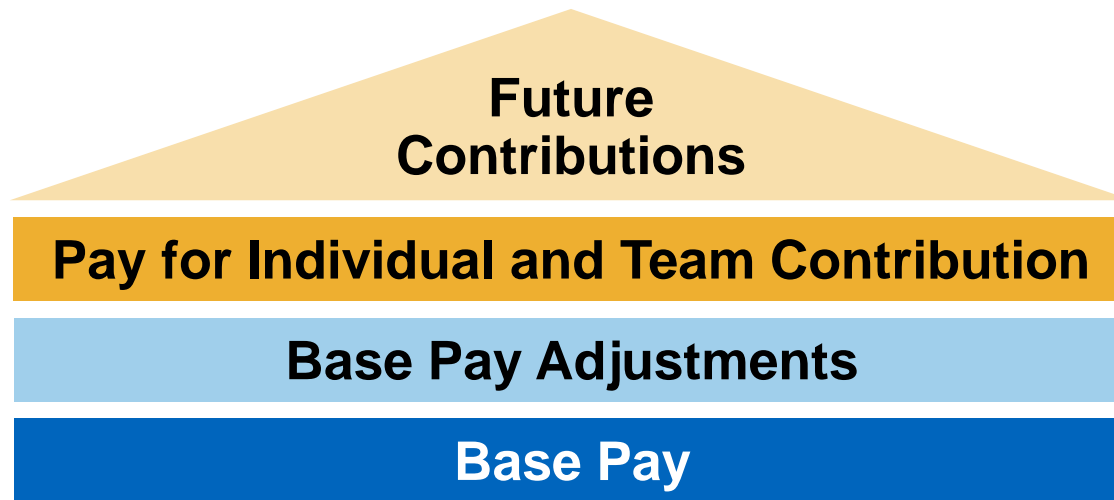
The Employment Value Proposition

It All Works Together



Starting with the Basics

- What role does base pay have?
- What else should be rewarded?
- What are we trying to achieve?
- How do we effectively budget for pay and performance given limited resources?



Group Discussion

- **Take a minute to write the following on your handout**
 - What stands out from what I just heard?
 - What about that is important to WKU?
 - What are the implications for a new program?
- Around your circle, take one minute each to share your answers to the questions



Lessons Learned from the Current State



TRIZ

**Stop counter-productive behaviors to
make space for innovation**

Lessons Learned from the Current State

First alone on your handout, then in pairs, and finally in your small group, answer the following question:

➤ **When it comes to creating a performance development system at WKU, what is everything we could do to guarantee that a new program would:**

- Feel bureaucratic, time consuming, legacy, old school
- Not promote feedback, growth or conversation
- Be disconnected from unit goals and the WKU Strategic Plan
- Discourage motivated outstanding performers
- Reward individuals based on favoritism
- Fail during its implementation



Lessons Learned from the Current State

CALL OUT

What are the attributes that would most contribute to failure in a new performance system at WKU?



Call Outs- How can we guarantee failure?

May 1 Callouts:

- Do not invest in training
- Do not execute structure effectively
- Only looked at once a year
- Ask for input but don't use it
- Limits transparency
- Cannot provide incentive
- No consequences for negative behavior
- Not recognize differences in faculty/staff calendars
- Create a one size fits all
- Do not clarify goals and expectations

Model incompetence

- No accountability
- No follow through
- Do not engage employees
- Pit employees against each other
- Do not have buy in from anyone
- Only repackage the same process
- Is time consuming
- Only top down approach
- Doesn't allow for customization
- Has a lot of paperwork
- Doesn't grow with us
- Inconsistent

May 2 Callouts:

- Too time consuming
- One size fits all
- Inflexible
- Not enough meaning
- Not transparent-everything
- No structure
- Not face to face
- No meaningful professional development
- No consequences for either good or bad performance
- Lack of reverse feedback
- Not addressing morale issues
- No clear training for process or expectations
- Continuous training efforts for new employees
- Win/lose approach
- Unsupportive supervisors-not development oriented
- Compliance oriented only approach
- Not frequent enough
- Inflexible in timing
- Inadequate notice of process
- Not part of the onboarding process for new employees and new supervisors
- Expectations for the process that can't be met
- No follow through
- No resources behind the program/process/implementation
- Unclear and inconsistent communication
- Integrated into the employee lifecycle

Future State: What do we need for success?



Minimum Specifications

Specify Only the Absolute Must-Do's & Must-Not-Do's for achieving a purpose

Max Specs

Complex rules and regulations give rise to simple and stupid behavior.

Min Specs

Simple, clear purpose and principles give rise to complex, intelligent behavior.

What is everything we need from an effective performance development system at WKU?

Determining Max Specs

Round One: Maximum Specifications

1 minute alone, then in pairs,

Generate a list of all of the concrete, behavioral

Must Dos and Must NOT Dos that could be needed for an effective performance development program at WKU



What is everything we need from an effective performance development system at WKU?

Determining Min Specs

BE RUTHLESS IN PARING DOWN YOUR LISTS

Round Two: Determine 3-5 Minimum Specifications in groups of four

Discuss items on your combined lists to determine which are minimum requirements, e.g. **the minimal list of Must Dos and Must NOT Dos** that are necessary for an effective performance development program at WKU

Compile a short list of Minimum Specifications



What is everything we need from an effective performance development system at WKU?

Cross off items that are unnecessary – strive for minimalism and only the essential few items

What is everything we need from an effective performance development system at WKU?

Gaining Group Endorsement

Round Three: Large Group ID Minimum Specifications

Individuals call out any **Must Dos and Must NOT Dos** from your list that you feel strongly is a minimum behavior/rule/guideline to create an effective performance development program at WKU

AT A MINIMUM, what must be true of the new performance development system?



Call Outs- Min Specs

May 1 Callouts:

Up to date living job descriptions
Invest in professional development
Provide resources and tools for employee growth
Clear purpose to the process
Perceived as fair
Lead to meaningful change and behaviors
Staff must have buy in and belief in system
Objective evaluations/calibration/no favoritism
Appropriate qualitative and quantitative measurements with indicators
Flexibility and adaptability
Trust in leadership (supervisor and top leadership)
Holistic approach to adapting job responsibilities and pay
Be prepared- provide training before the evaluations are expected to be done
Ongoing support
Adequate training for supervisors: to write goals, KPIs, General process
Appropriate timelines and deadlines
Recognize the added responsibility/time investment to supervisor and employee
Involve input as well as feedback
Alignment/coherence of goals
Consider the unknown
360 degree evaluation/multisource feedback
Supportive system/Don't traumatize people
Frequency-more than once per year
Proactive approach to training

May 2 Callouts:

Training, training, and more training-Supervisors and employees (process, approach-by generation, how to give feedback, coaching/mentoring skills)
Communicating the purpose, and relationship to pay
Creating an overarching mission, vision of the program
Flexibility to implementation
Guiding principles but still allow customization
Ongoing with milestones
Efficient for supervisor and effective for employee
Not time consuming, not clustered in timing
Employee driven and focused
Clarity about a final product
Clear path/resources for underperformers as well as high performers
Ongoing communication about the project redesign
Ease of use/electronic
NO PAPER
Funding for professional development and growth
Recognition

What Can I Do Right Now?



15% Solutions

Discover and focus on what each person has the freedom and resources to do right now

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What Can I Do Right Now?

A 15% Solution is something you can do right away without needing any more freedom, resources, permission, authority, or control.

You have discretion to act right now.

Alone, then in pairs, discuss the following...

What Can I Do Right Now?

A 15% Solution is something you can do right away without needing any more freedom, resources, permission, authority, or control.

You have discretion to act right now.

What is an action I can take today to begin to build a positive performance development culture at WKU?



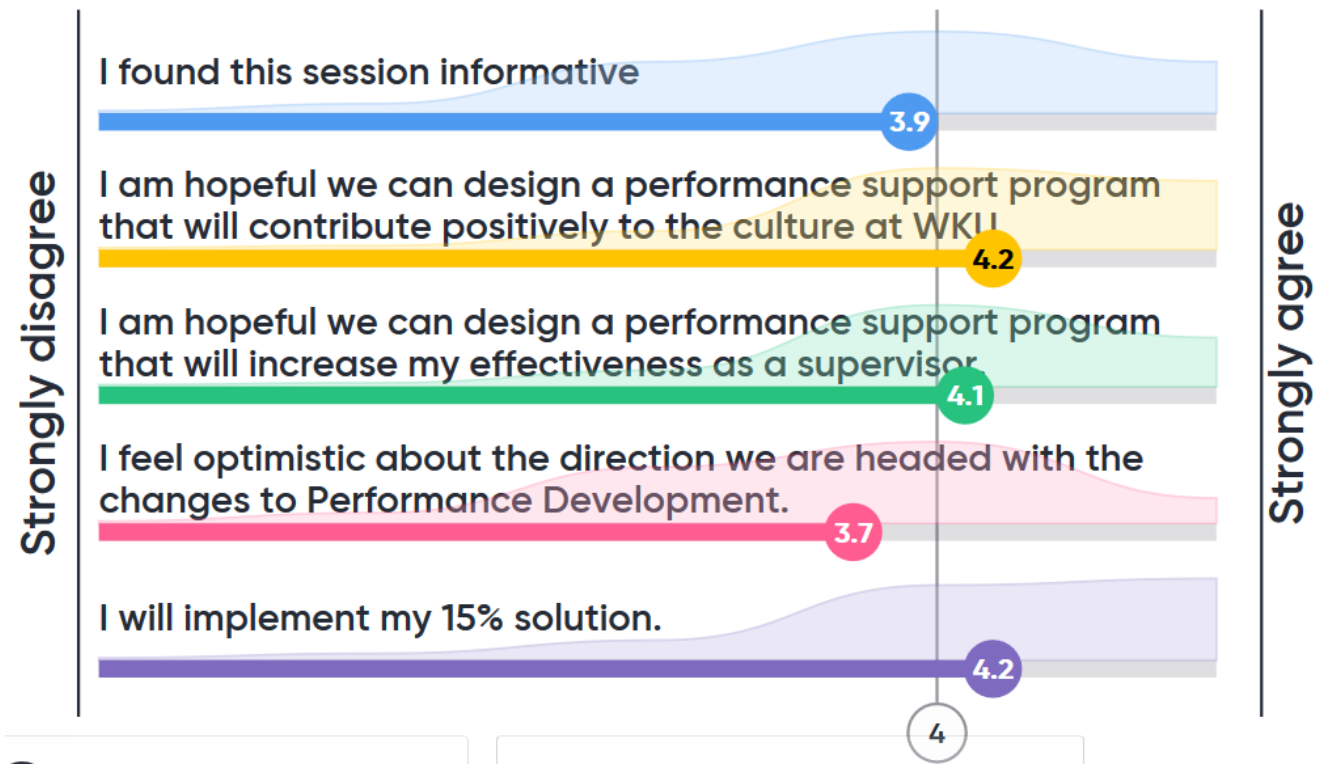


Questions or Comments?

Welcome

Post-Session Survey

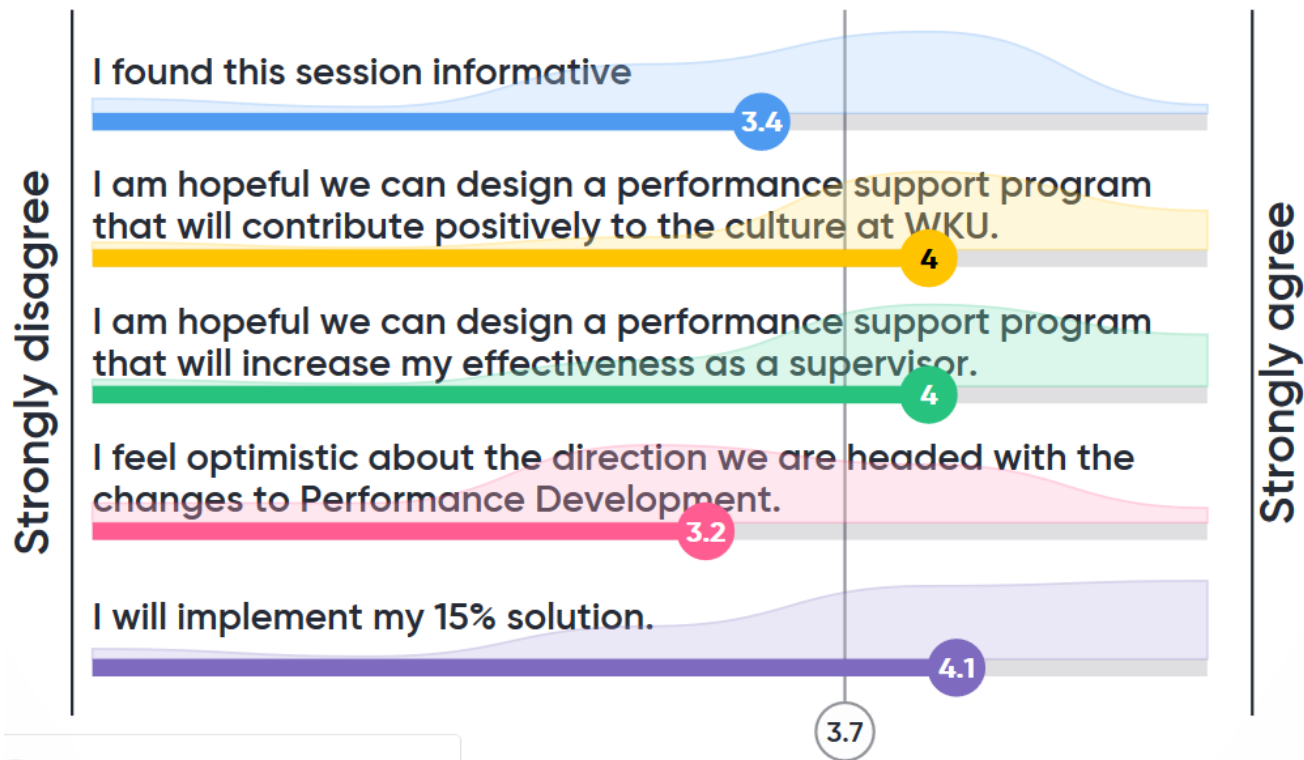
Post-Session Survey (Wednesday, May 1)



Welcome

Post-Session Survey

Post-Session Survey (Thursday, May 2)



Wrap Up / Next Steps

- **Please deliver the follow up communication to those who report to you (see handout)**
- **Watch for future communication**
- **HR Website for input (coming soon)**
- **Sign up for interest in participating in the Performance Development System Advisory Committee before you leave**
- **Thanks again to the Design Team and future Advisory Committee Members**