Today’s Learning Objectives

• Describe the three “Building Blocks” of performance management
• Define the components of well-written job descriptions
• Become familiar with defining essential functions of a job
• Develop effective performance expectations
• Describe the phases of productive review meetings

Building Blocks of Performance Management

Position Descriptions
Performance Expectations
Performance Reviews
Those who report to me clearly understand their roles.

<table>
<thead>
<tr>
<th>Advantages of Position Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
</tr>
<tr>
<td>Supervisor</td>
</tr>
<tr>
<td>Communication</td>
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<table>
<thead>
<tr>
<th>Position Descriptions – Nuts and Bolts</th>
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<tbody>
<tr>
<td>Details</td>
</tr>
<tr>
<td>Duties</td>
</tr>
<tr>
<td>Performance Expectations</td>
</tr>
<tr>
<td>Position Description</td>
</tr>
<tr>
<td>Essential Competencies</td>
</tr>
<tr>
<td>Qualifications</td>
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<tr>
<td>Supervisor/Lead</td>
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</table>
Position Descriptions - Classification

Civil Service
Must be consistent with the State Department of Enterprise Services Class Specifications for the classification.

Administrative Professional
Must comply with the State of Washington exemption definitions RCW 41.06.070 and WSU Benchmarks.

Building Blocks of Performance Management

Position Descriptions
Performance Expectations
Building Block Two – Performance Expectations

Those who report to me understand what is expected to be successful in their positions.

Performance Expectations

A statement of the result an individual employee will achieve when he/she is doing a job satisfactorily.

position description = “what”

performance expectations = “how well”

Expectation Criteria

<table>
<thead>
<tr>
<th>Civil Service:</th>
<th>• Quantity of Work</th>
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<td>• Job Knowledge</td>
<td>• Working Relationships</td>
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<tr>
<td>Administrative</td>
<td>• Productivity</td>
<td>• Quality of Work</td>
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<tr>
<td>Professional:</td>
<td>• Interpersonal Skills</td>
<td>• Optional Factors</td>
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Performance Expectation Categories

• Expectations for Civil Service employees must include:
  ✓ Unsatisfactory
  ✓ Needs improvement
  ✓ Satisfactory
    o meets expectations
  ✓ Outstanding performance
    o Exceeds expectations
• It is recommended that AP employees also have performance expectations.

Performance Expectations

• Consistent
• Realistically attainable
• Legally defensible
  ✓ Valid
  ✓ Free of bias
  ✓ In compliance with applicable laws, regulations, WSU policy and procedures
Building Blocks of Performance Management

Position Descriptions

Performance Expectations

Performance Reviews

Building Block Three – Performance Reviews

Those who report to me receive constructive and corrective feedback from me throughout the year.
Preparing for the Performance Review

- Prepare throughout the year
  - Know your EE Categories and performance expectations
  - Keep and review notes, goals, accomplishments
- Know what official forms and processes to use
- Understand / Identify criteria and ratings

Evaluation Policies

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Performance Review Preparation

Things to Consider
• Review employee’s goals and accomplishments
• Possible impact of i.e.
  • COVID
  • Teaching and/or caring for children and or elders at home
  • Uncertainty, i.e. financial
  • Unanticipated leaves
  • Workday implementation
• Public Accountability/Time
• Fairness and Consistency

Conducting Reviews Remotely

• Set the Right Tone
• Allow Adequate Time and Privacy
• Video is Important
• Pay Attention to Body Language
• Listen Carefully
  o Encourage back and forth communication
  o Do not be distracted by emails or Instant Messages
• Summarize the Meeting

Performance Review Meetings

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<th>During the Meeting</th>
<th>Closing the Meeting</th>
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<td>Discuss review period</td>
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<td>Greet employee/personal</td>
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“Wow, I’m so excited for my performance review today!”
- Said by no one . . . ever

Performance Review Reminders

- No surprises
- CS employees may appeal
  - alleged irregularities in forms and/or procedures, not content
- Written Rebuttal
- Employee signature:
  - indicates receipt of review – not agreement

Performance Review Pitfalls

- Biases
- Inflated Rating
- Déjà vu
- Gossip
Preparing for Next Year

- Periodically review goals
- Monitor progress in removing deficiencies
- For growth and development
  - Encourage employee
  - Provide an environment that allows for success

Planning for Growth

Reminders

Purpose of Review Meeting
- Discuss review period
- Future planning
- Briefly re-examine position
- Look for further potential for growth

Planning for the Meeting
- Prepare for upcoming meeting
- Review feedback
- Ensure preparation

During the Meeting
- Start on a positive note
- Schedule a timeline

Closing the Meeting
- Start on a positive note
- Review feedback

Summary

Building Blocks of Performance Management

- Current and accurate position description and performance expectations
  - Lead to useful and valid performance reviews.

Position Descriptions
- Performance Expectations
- Performance Reviews
Resources

- BPPM 60.55
- WAC 357.37
- Collective Bargaining Unit Agreements
- Administrative Professional Handbook
- Faculty Manual
- Visit HRS’s web site to access a sample of Performance Expectations.
  - Go to www.hrs.wsu.edu, and click on Manager/Classification-Compensation
- Online Position Description System
  - www.wsujobs.com/hr
- HRS- www.hrs.wsu.edu
- Questions can be directed to HRS at 335-4521, or hrs@wsu.edu

This has been a WSU Training Videoconference

If you attended this live training session and wish to have your attendance documented in your training history, please notify Human Resource Services within 24 hours of today’s date:
hrstraining@wsu.edu