



PERFORMANCE MANAGEMENT & FEEDBACK

JANUARY 2019 – DECEMBER 2019

PERFORMANCE FEEDBACK

IT'S NOT A ONCE A
YEAR EVENT

Employees want to feel successful, to do well at their job and feel they are making a valuable contribution. In order to ensure this happens, employees need a clear understanding of individual goals and how they fit into the larger organization and how they are performing.

This is why we are spending a considerable amount of time on performance feedback this year. We are committed to grow and develop our employees which will have an impact on retention and engagement.

TOGETHER WE SUCCEED

Our Mission:

We are warriors for hope. We fight to save lives and help patients achieve the lives they want and deserve.

Our Vision:

We will offer superior access to effective medical treatment as a leading partner in the ongoing fight against the disease of addiction.

Our Values:

Patients First
Respect & Compassion Always
Together We Succeed
Everyday Innovation
Science & Medicine Matter



- We always keep our vision and mission in front of us. But the key point we want to punctuate here is that as a leader you can only deliver on our Mission, Vision & values through your people.
- It's our teams that bring our mission to life for our patients. As leaders we can only influence that we share our passion for delivering excellent patient care through our Mission, Vision & Values and by focusing on further developing our employees we are showing our commitment to make a positive impact on patient care and employee development.

PERFORMANCE
“THE NUTS & BOLTS”

- ✓ Evaluating the “What and the How” of performance
- ✓ Review Competencies and Behaviors to drive results
- ✓ Building foundation for feedback
- ✓ Preparing the performance feedback
- ✓ Timeline and next steps

LEARNING OBJECTIVES

- ✓ Learn how to deliver feedback on the “What” and the “How”
- ✓ Understanding the new performance feedback process
- ✓ Learn leadership competencies
- ✓ Making feedback a dialogue vs a monologue
- ✓ Fostering a development culture by identifying development actions
- ✓ Practice evaluating different levels of performance

Providing you with ample time to prepare your feedback and deliver an impactful review

More time dedicated to providing you with additional training, practice sessions and guidance

Emphasis on delivering great feedback which requires thoughtful preparation

Not just a “CHECK THE BOX” activity - when done well can improve Results & Retention

**DEDICATED TRAINING & TIME TO
PREPARE FOR REVIEWS**

- ✓ We want to focus on using a balanced approach to evaluating performance by focusing on the WHAT and the HOW. The WHAT encompasses “results to plan, patient volume, retention, etc.”
- ✓ The HOW focuses on how results are achieved “behaviors or competencies.”

THE BALANCED APPROACH TO EVALUATING PERFORMANCE

“The What”

Results To Plan

Performance to Hospital Partner
Expectations

Profitability Performance

Clinical Outcomes



“The How”

How Results are Achieved

Behaviors & Competencies
demonstrated to influence,
inspire and lead others to
achieve results.



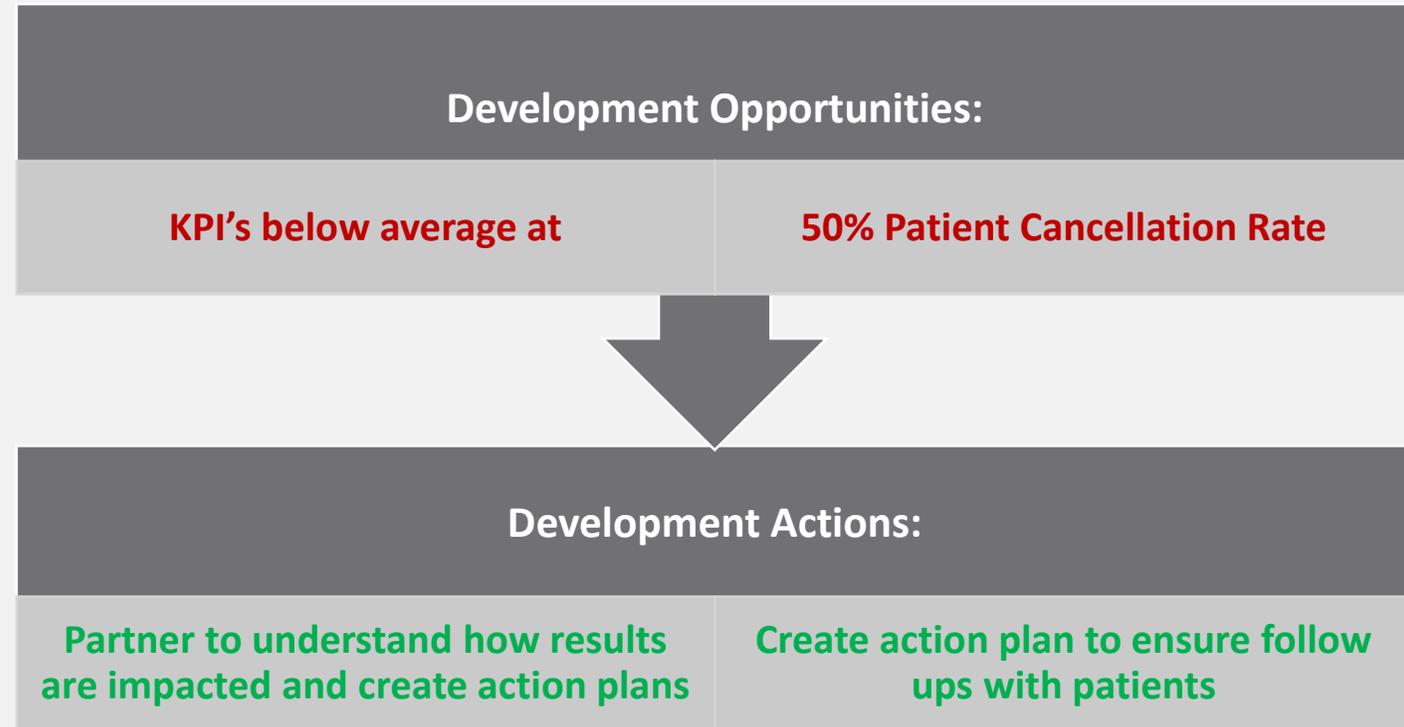
***Positive
Sustainable
Results***

DEVELOPMENT OPPORTUNITIES

It is critical to ensure that the development actions are aligned with the opportunities.

It will also be important to include dates around completion and to ensure you continue to work with your employees on development actions.

This is an example of what you might create for the following business results. (Review examples)



RATING SCALES

It is important to understand the definitions of the scale as well as level setting with your employees on what each rating means.

Managers should ensure that during planning discussions with employees, each individual understands what's expected, what it will take to be rated as exemplary, and what level of performance will be unsatisfactory." By clearly defining what is expected at different levels of performance, supervisors will be able to make distinctions in performance when rating employees at the end of the appraisal period

4

Exceeds Expectations

- The employee frequently exceeded performance expectations, and the quality of work overall was outstanding.

3

Successful

- The employee overall achieved and at times exceeded job expectations and the quality of the work overall was of high quality.

2

In Development/Needs Improvement

- Employee is still developing competency or did not consistently achieve expectations, some improvement is needed.

1

Unsatisfactory

- Employee performance was consistently below expectations; immediate corrective action is necessary.

RATING SCALES

Did you chose the right rating?

“Exceeds Expectations”

Exceeds Expectations:The employee frequently exceeded performance expectations, and the quality of work overall was outstanding.

Must be able describe how the employee’s job performance made a clearly identifiable contribution* to the success of the organization, above and beyond the typical results that were expected.

*Clearly identifiable contribution - of a noticeable or measurable amount, (ex. Demonstrates a clear understanding of KPI's for CleanSlate.

RATING SCALES

Did you chose the right rating?

“Successful”

Successful:The employee overall achieved and at times exceeded job expectations and the quality of the work overall was of high quality

Must be able to describe how the employee's performance met the performance expectations established at the beginning of the year's evaluation period and satisfied the job requirements detailed in the position description.

RATING SCALES

Did you chose the right rating?

“Development/Needs Improvement”

In Development/Needs Improvement: Employee is still developing competency or did not consistently achieve expectations, some improvement is needed.

In Development: Specific examples identified where more development focus for those that are newer in role

Needs Improvement: Employee is performing below expectations after being in role for some time; provide specific examples.

- ✓ an existing employee who recently gained new responsibilities
- ✓ an existing employee who needs improvement in performing their job responsibilities.

RATING SCALES

Did you chose the right rating?

“Unsatisfactory”

Unsatisfactory: Employee performance was consistently below expectations; immediate corrective action is necessary.

- ✓ Must describe how the employee’s performance over the past year specifically did not meet the performance expectations that were established at the beginning of the year- not meeting job requirements, negatively impacting results.
- ✓ Must also explain what success looks should look like and provide feedback on what they can do differently to improve.

Employees who “Need Improvement” or are “Unsatisfactory” should be placed on a PIP

BUILDING FOUNDATION FOR FEEDBACK

Feedback is no different from any other business process you get out of it what you put into it

Feedback doesn't have to be formal but it does need to be intentional and given frequently

Feedback when given the right way and with the right intentions is the avenue to performance greatness

Why is Performance Feedback so difficult?

What you say and what people hear can be VERY different

Can be an uncomfortable conversation

Tough to do at a distance – hard to provide specifics when managing virtually

Takes time to do it right

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Why is Performance Feedback so important?

When done well, feedback inspires employees to give their best work and
150%

Employees need and want feedback

People want to know when they need to improve

Employees feel that you care about their success

Key factor in retaining your best talent

Facilitates employee growth and development

Feedback delayed is feedback denied

PREPARING FOR
PERFORMANCE
FEEDBACK

Maintain notes on your employees
performance throughout the year



Give specific examples - be descriptive
rather than judging



Focus on the performance/behavior - not
the person



Determine key strengths and opportunities
that need improvement

PREPARING FOR PERFORMANCE FEEDBACK

Guidelines for Conducting the Feedback Session

Put the employee at ease by creating a safe environment

Let the employee know that this will be very honest and candid.

Don't assume the agreement to speak honestly is implicit, make it explicit.

Review the objectives and deliver the feedback

Start with an overall impression, then explain the contents of the appraisal forms.

Focus on two things the employee did well and two things to improve during the next year.

Allow time for the employee to respond to the feedback

The employee should be allowed to agree or disagree with the conclusions, as well as to ask questions.

It is important to keep an open mind and listen to the employee.

Understand each other's point of view

After the meeting the supervisor and employee will acknowledge the Performance Feedback in UltiPro.

Close the meeting on a positive note.

PREPARING FOR PERFORMANCE FEEDBACK

Supervisor Planning Checklist

- ✓ Review the employee's job description
- ✓ Review the goals established at the beginning of the year
- ✓ Seek input from others who interact frequently with the employee
- ✓ Ask the employee for a self-evaluation, provided to you in advance
- ✓ Identify variances between your evaluation and the employee's self-evaluation and be prepared to discuss these differences
- ✓ Include positive examples and opportunities for development
- ✓ Plan career development opportunities for the employee
- ✓ Develop questions that can be used to engage the employee in the Feedback session so it's a two-way conversation
- ✓ Prepare an agenda for the meeting to ensure all key points are covered and provide it to the employee in advance
- ✓ Plan for a positive close to the meeting

FOOD FOR
THOUGHT

In Wrapping up...a quote from Jack Welch on
Management and Leadership

“Too often, managers think that people development occurs once a year in performance reviews. That's not even close. It should be a daily event, integrated into every aspect of your regular goings-on... Think of yourself as a gardener, with a watering can in one hand and a can of fertilizer in the other. Occasionally you have to pull some weeds, but most of the time, you just nurture and tend. Then watch everything bloom.”

-Jack Welch