

Performance Management for College Administrators – February 27 – March 18, 2012

Course Outline

Facilitators: Dr. Vern Belos & Dr. Terry Hickey

Overview

The nature of performance management is changing in today's workplace. Once thought of as the "annual performance review", performance management now encompasses the process of employee orientation, setting performance standards, ensuring on the job competence through effective feedback, coaching and training, as well as day-to-day performance conversations. In addition to giving participants the skills need to manage performance more effectively, they'll have a better understanding of the due diligence required to ensure legal defense of performance compliance issues. Specifically, this course will allow participants the opportunity to:

- Evaluate the effectiveness of their own performance management systems
- Achieve comfort with holding performance feedback conversations
- Practice using a coaching model as tool for building collaboration and ongoing learning
- Integrate the components of effective performance management into the strategic operation of their work units

This 25 hour course involves 4 models:

Model 1: The nature of performance management

- Defining good performance
- Linking performance to the strategic and operational plans
- Performance during the probationary period
- On boarding new employees to achieve performance
- Creating measurements and standards that get managed
- Creating an accountable culture

Model 2: What to do when performance doesn't measure up

- Hiring for attitude, train for skill
- Establishing clear KSA's for the position
- Diagnosing the performance problem
- Holding the performance feedback conversation
- Establishing "new boundaries" while maintaining the relationship
- Documenting performance issues
- Using progressive discipline to limit legal risk

Model 3: How to deal with the performance review

- Approaching the role of the performance review
- Using a coach approach to solve performance issues
- Clarifying changing expectations and behaviors
- Collaboration techniques in appraisal completion

Model 4: Examining development learning experiences to enhance performance

- Explore how employee development leads to stronger performance
- Using a “strength based” approach to growing employees
- Leading with a “learner versus judging” approach to performance
- Developing formal learning experiences that build performance
- Preparing for termination, when all else fails

About the instructors:

Dr. Vernon Belos, LLM, CHRP, CMC

Vernon Belos is an experienced speaker, facilitator, and organization development specialist. He is also a Certified Management Consultant.

Vern holds a doctorate in learning and organization development, a masters degree in human resources, and masters in Law (LLM) from Osgoode Hall Law School. He received his executive coaching postgraduate training from Royal Roads University. As a Certified Human Resources Professional, his focus is on management and leadership development, conflict and mediation, performance management, and executive assessment.

Dr. Terry Hickey, Diploma B. Admin., CPIM, B.A., E.M.B.A., Ed.D.

Terry Hickey, is an experienced practitioner the fields of operations, human resources and supply chain management. He has completed APICS certification and both a B.A. and an E.M.B.A. from Queen’s University as well as a Doctorate in Education from Central Michigan University, specializing in Educational Leadership. He now is now professor and program co-coordinator of the Business Administration program at Loyalist College.