Human Resources

The materials in this section are for leaders at Indiana University Health and are CONFIDENTIAL.
Who is Learning Institute?

Learning Institute supports the strategic initiatives of IU Health by supporting learning across the IUH system. We’re passionate about creating phenomenal learning experiences that produce extraordinary outcomes. You may have heard of us for the recently implemented Foundations of Leadership training. We are part of Human Resources.

Our teams are available to work with you on projects that will help you meet your performance, learning, and organizational challenges and goals:

- **Our MultiMedia team** includes Instructional Designers and Developers. They combine their talents and experience to create learning content and solutions in a variety of ways including classroom, web-based training, distance or connected learning, informal or just-in-time learning tools.

- **Visual media** is also a part of the Learning Institute. Populated with experienced and talented photojournalists, our team members are experts at telling stories through photos, videos and other media.

- Our **Learning Institute Support** team manages our learning systems for the statewide system. This includes eLMS, reporting, and the website, CAFÉ.

- Our **Organization Development** team is available to your group for coaching and facilitation regarding team and organizational dynamics, new programs, coaching, and improvements.

- We also have an amazing group in the **Facilitation/Coaching** team. They facilitate regular training classes for our the Learning Institute and new learning initiatives.

- In addition, we have internal **Project Managers**. They manage projects so our projects do not manage us!

How we work

- We believe finding the right solution for our clients requires creativity, courage, curiosity, innovation and teamwork.

- We partner with you so we all can achieve success and excellence for our parts in patient-centered healthcare.
## Today

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Time</th>
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</table>
| **1. Meeting and Greet**  
Who is the Learning Institute? | | 10 min |
| **2. Performance Management and the System** | • Overview of Performance Management—Then and Now  
• Log on, review dashboard, and basic navigation  
• Verify leader’s talent profile is up to date | 10 min |
| **3. Engaging team to use the Performance Management process** | • Review the org chart, feedback, and journal features, self, peer, and manager evaluation  
• How to encourage team to use the system all year long  
• Manager can use feedback tab for continual support and coaching  
• Tabs direct the workflow  
• Managing the change | 15 min |
| **4. Managing change around compensation** | • Communication Plan  
• Compensation (%) tied directly to performance (1-4)  
• Case for Change | 10 min |
| **5. Resources for Performance Management and Compensation** | • HR Leader Communications  
eLMS modules: Performance Management  
Leader page of Pulse  
Twitter  
HR  
Coach | 10 min |
| **6. Do you need other support? Questions** | | 5 min |
Introduction

IU Health is upgrading systems and processes for its workforce.

Take time to understand the Performance Management process so you can guide your team through this transition.

FROM:
1. Contribution Manager
2. LEM

CM - stay in place for job descriptions, usage, and historical performance data*

LEM - stay in place for historical goal setting data*

*Effective immediately, any goal or performance data entered into CM or LEM will NOT be transferred into the new Performance Mgt tool

TO
One web-based Performance Management Tool

Functionality of PM tool:

Goals

Self Evaluation / Annual Reviews
Peer Feedback

PBP; Bonus Programs

Succession Planning
Includes Talent Profile, 9 box grid, Talent slating

FUNCTIONALITY HIGHLIGHTS

Everyone

• Live org chart
• Continual performance journal entries
• Create / update profile (Required Dir and above)
• Use feedback feature to recognize others

Leaders

• See where team members are in the review process real time
• Summaries of team’s compliance in the review process, and see how their mgrs are assessing their staff
• Delegate all or portions of a review to a team leader, supervisor, etc. allowing collaboration
• Compare and contrast self-evaluations with peer reviews to evaluate consistency
About Performance Management
Indiana University Health has a new system-wide Performance Management process that makes it easy for you and your team members to track your goals and performance, highlight accomplishments and recognition, and provide a one-stop shop to manage the performance reviews. In addition succession planning, and performance related compensation administration is in this system. All sites will be using the same system.

Check it out at: Pulse > Systems > Performance Management > IUH Performance Management

Who
Managers will be responsible for communicating the Performance Management process to their team members. Managers will also be responsible for serving as a Performance Management champion.

Resources are available on Pulse and eLMS using keyword “performance management.”

When
The system is live and can be accessed on Pulse. You and your team members should log in to the system now. Please make sure everyone’s talent profiles are up to date. The journal and recognition features are now available to begin using in preparation for the next evaluation cycle. Team members need to start using the journal and feedback tabs. The evaluation process will begin January 11, 2016.

Check it out at: Pulse > Systems > Performance Management > IUH Performance Management

Why
As IUH has increased in size, challenges had to be met to manage and track personnel. People are the heart of our mission. Everyone will be given the knowledge and skills needed to begin this robust, easy-to-use Performance Management process.
PERFORMANCE MANAGEMENT

How
1. You will have a one-on-one meeting with a coach that will step you through the process and provide strategies for change management so everyone is delighted to be part of this transition. Your meeting will cover the following: Performance Management Tool, Dashboard, Self-Evaluation, Peer Evaluation, Manager Evaluation and Expectation, Compensation. Strategies of Change Management.
2. You and your team will have ongoing support including job aides, WBTs, drop-in centers, and IU Health Shared Services resources.

Accountability
During this adoption of a different system and process, individuals need to understand their ownership of specific, measurable results. In times of change, accountability involves your people knowing what’s expected of them and what exactly is under their control. If you have questions, go to your coach for further clarification.

You will be sent a survey to tell us about your experience with the Performance Management process roll out and this session.
<table>
<thead>
<tr>
<th>Month</th>
<th>Owner</th>
<th>Action Item in Performance Mgt System</th>
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<tbody>
<tr>
<td>Nov-Dec 2015</td>
<td>ALL</td>
<td>• Open the new system and become familiar with the tool</td>
</tr>
<tr>
<td>January 2016</td>
<td>ALL</td>
<td>• Enter / Review Goals and weightings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Self-Evaluations are completed</td>
</tr>
<tr>
<td>Jan-Feb</td>
<td>Leaders</td>
<td>• Write 2015 Performance Reviews</td>
</tr>
<tr>
<td>March</td>
<td>Leaders</td>
<td>• Finalize 2015 Performance Reviews and PBP planning</td>
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<tr>
<td>April</td>
<td>Leaders</td>
<td>• Calibration of Performance assessments &amp; PBP increases (all leadership levels)</td>
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<tr>
<td>May</td>
<td>ALL</td>
<td>• Review and update Profile</td>
</tr>
<tr>
<td></td>
<td>Leaders</td>
<td>• Conduct 2015 performance discussions and share performance ratings, PBP, bonus outcomes with each team member</td>
</tr>
<tr>
<td>June</td>
<td>Leaders</td>
<td>• Review and update development plans for their team</td>
</tr>
<tr>
<td>July</td>
<td>ALL</td>
<td>• Paycheck reflects new 2016 PBP salary increases</td>
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Let’s Get Started: Overview and Navigation

- See the IU Health Performance Management flyer in the Job Aid section. This is a high-level look at the Performance Management System.
- Access the Performance Management System on your computer. See the Job Aid for Navigation in the Job Aid section.
DASHBOARD

**Profile:** Your talent profile is populated from the data in Lawson; thus, your information in Lawson needs to be current. Eventually, there will be other fields you can enter your information in so that others including your manager can see your formal training, jobs, and accomplishments.

**Do:** Be sure you complete your talent profile today. Also, ask your team to be sure their profiles are completed.

**Organizational Chart:** Note this is a dynamic chart. You will see your location in your organization, and you can also access the structure above and below you. By clicking on the name of the person, you can see basic information about the person.

**Feedback:** This feature is new to our performance management capabilities. Practice recording your feedback and nominating others to give feedback in this feature ALL YEAR long. This system is an ongoing recording of you and your team’s work and impact. It is invaluable during reviews and the year-end evaluation.

**Do:** You will want to tell your team about this feature and how helpful it will be during performance review time. This is the opportunity for everyone on your team to give peers, you, and others feedback for jobs well done. Corrective feedback, project successes, team comments, and coaching can all be part of constructive feedback.

**Journal:** Use this feature so that you can record your year as you go. Encourage team members to engage with the journal so they don’t have to back track and remember activities, projects, compliments, discussions, etc. in retrospect, but they will have an accurate record of their work that they can paste into the self-evaluation.

**Do:** Take time to check with your team members if they are using the journal. Have those who are using the journal share their experiences with their peers.

**NOTE:** Any time you have a task to complete, you will be notified.
PERFORMANCE MANAGEMENT PROCESS

After accessing the Performance Management program, note how the tabs are arranged for the workflow. At this time, we will review the tabs. Each tab is self guided and will have fields that must be completed.

Self-Evaluation - All team members including managers will complete this tab. You will rate yourself on a scale of 1-4. See the job aid on Pulse; WBT in eLMS.

Manager Evaluation - The manager will complete their evaluation of the team member. They will also rank the individual from 1-4. A note will be sent to your task list when the employee completes their self-evaluation form. See the job aid on Pulse; WBT in eLMS.

Performance-Based Pay Review - Performance Based Pay (PBP) is our base pay increase program that is driven by individual job performance. Rather than simply providing everyone in the organization – regardless of the quality of work they do – the same annual pay increase, a performance based program provides an annual pay increase based on individual contributions. This tab will help you determine percentages of increases based on the score recorded during the review process.

1:1 Discussion - The manager and team member will meet and talk about their performance and compensation in one meeting. We encourage the manager to have many on-going discussions throughout the year with team members.

Employee Sign-Off – The team member will be notified they have a task at this tab and will access the system to sign off the annual review.

Completed - The workflow is now complete.

This process does not vary much from previous reviews but unlike the past, everything is housed in this system!
Managing the Change

Human Resources is rolling out a new process that is a change. This change will drive you to lead your team to get ready to use the process. Each person, team, and leader moves through the change process at their own pace, but you as a manager can influence the speed at which this happens. As you consider the changes coming, watch to see where others are in the change process. Are they wishing for the past? Are they ready and willing to move forward? Are they hesitant? Are they negative?

Communications
Communicating a change and the accompanying change must be done effectively and repeatedly. Communication means clear, two-way dialogue between you and your team member. Share concerns and mastery of the program with each other. (See job aid.)

Have a good communication plan: Create your message including the case for change. We are moving to a one-stop-shop that will be used by every site—managers and employees alike. Transmit the message: verbally, email, poster, face-to-face, or at a meeting. Translate and Confirm. Check that your team understands how to access WBTs on eLMS, job aids and system tool on Pulse under Performance Management, knows deadline dates, and meets required completions.

Alignment
Implementing change happens most effectively when everyone involved shares the same vision, understands and agrees on the outcomes, and does their part. Understanding how they are part of the whole organization will help the team move through the change faster.

Team members need to understand:
- The vision or the Case for Change (See job aid.)
- Understand the outcomes
- Understand their role

Engagement
Every single person implementing the change needs to be “all in” regarding the change. Help your team members understand how they can personalize their performance management page, respond to the tasks required, and tell them how maintaining their profile and evaluations is valuable. (See job aid.)
PERFORMANCE MANAGEMENT: CHANGE

Managing the Change, continued

Accountability
Change succeeds when each contributor knows his or her role and the change outcomes are measured. This is all about individuals recognizing their ownership of specific, visible, measurable results. During times of change, accountability involves people knowing what’s expected of them and exactly what is under their control.

What to Watch For
1. Do you have to explain things over and over? (Communications)
2. People are not accessing the performance management system? (Communications)
3. There may be conflict. (Alignment)
4. Small group discussions and whispering. (Alignment)
5. Few question are asked about the change. (Engagement)
6. Complaining or making excuses about the change. (Engagement)
7. People are not completing the process. (Accountability)
8. You see finger pointing, blame, or excuses. (Accountability)

Change Management Connections From Speed of Trust by Stephen Covey
(See Job Aids Tab)
Communication (C-10), Alignment (C-11), Engagement (C-12), Accountability (C-13)
COMMUNICATION PLAN

Plan your Communications

Your Talk

1. Can you explain the Case for Change? (Facts)
2. Can you tell your team what will be different and why?
3. Can you assure them that this new process will be better?
4. Can you communicate the support they will have to complete the new process? (WBTs, job aids) (Include how it affects people.)*

*If you do the above in order, your communications will be more successful.

Have you told them they should be accessing the system now?
Tell them how to engage with the system: It should be used all year long whether daily or weekly.
Tell them how to give and ask for feedback.

How to Communicate

Do you have a daily meeting or huddle? Weekly meeting or huddle?
Do you have bulletin boards?
Do you have a break room where you can post messages?
Do you send your team emails?
Do you call special meetings for new information?

- Use multiple ways to communicate and the Performance Management process and often!
- Check every team member for understanding or have a few team members (early adopters) be power users. Have them check teammates process competency and issues and then report in.
- Ensure everyone has completed their Profile.
- Encourage all to use the Feedback and Journal tabs. Have several team members share what they have done in a meeting.
CASE FOR CHANGE

Performance Management Process: Case for Change

- Great upgrade
- One stop shop (single system)
- Ease of use
- Talent sharing
- Transfer of information across the system
- Journal, Feedback, and Peer review capabilities
- Year long engagement by manager and team member(s)
- One meeting to share both performance and PBP increase

Compensation: Case for Change

- Compensation is linked directly to performance (performance-based pay)
- Reporting features
- Common process for compensation across the organization
- Calibrations happens at each level
- Performance and merit will be the same from Jan 1 to Dec 30
  (Team members will see compensation changes in June and July which is the same as before.)
COMPENSATION

- Refer to the memos and formal communications from HR.
IU HEALTH PERFORMANCE MANAGEMENT

In case you haven’t heard.....Indiana University Health has a new system-wide performance management process that makes it easy for you to track your goals and performance, highlight accomplishments and recognition, and provides a one-stop shop to manage the performance review process, succession planning, and performance related compensation administration. This creates a consistent and common team member experience across the IU Health System.

Check it out at: Pulse > Systems > Performance Management > IUH Performance Management

Features Include:
• Journal - A place to track anything from performance progress to general notes
• Organization Chart - View the hierarchy of the organization in an interactive chart
• Talent Profile - Keep information in a centralized location that can be used for performance
• Feedback - Provide and receive recognition for accomplishments and performance that can be used during your review
• Reports - Data and information at your fingertips
• System Tool - Set and track goals, conduct performance reviews, manage performance related compensation, and perform career planning

Is your Team on Track?
• Talent Profile Should be Completed
• 2015 Goals are Set and Approved
• 2015 Q1-Q3 Goal Results Should be Logged
• Talk to your team about the new system

Leaders are Actively Tracking Progress of Goals
• Use of Journals and Feedback is Ongoing
• Team Member Information Should be Verified, such as Correct Supervisor and Job Title

Training & Support
• eLMS - Online and classroom training is available for all team members and leaders.

Guides
• Step-by-step tutorials are available under “My Links” in the new performance system (there will link to Pulse).

Pulse
• Information on the new system, training guides and job aids can be found within Performance Management.

Additional information for leaders can also be found on Pulse within LTP/LEM and under the Leaders tab.

Need help? Contact Shared Service Center or PerformanceMgmt@IUHealth.ORG

2016 Performance Management

January
• Team Members and Leaders begin 2015 Self-Evaluations

January
• 2015 Self-Evaluations are completed on 2015 performance

March
• Leaders finalize 2015 performance reviews and performance based pay in Performance Management System

April
• Leaders Calibration – All Leadership Levels

May
• Leaders conduct 2015 performance conversations and share individual performance ratings with team members

July
• Paycheck reflects new 2016 salary awarded as a result of performance rating

2016 Goal Setting

January
• Leaders enter 2016 goals into Performance Management System

January
• Employee reviews goals with Leader and makes changes in Performance Management System

January
• Goals and weights reviewed and finalized by BU President and/or System Executive
The next several pages are excerpts from the Speed of Trust Participant Guide,
Franklin Covey
LEARNING OUTCOMES MODEL

THE LEARNING OUTCOMES MODEL PROVIDES A FRAMEWORK FOR MAKING LONG-TERM CHANGES THAT LEAD TO IMPROVED PATIENT OUTCOMES.

Learner
- Well-Tuned Learning Orientation
- Mental Models
- Analogical Reasoning

Experience
- Simulations
- Patients
- Positive and Negative

Environment
- Skilled Mentors
- Equipment/Location
- Policies

Improved Patient Outcomes
COMMUNICATION

COMMUNICATING A CHANGE AND THE ACCOMPANYING CHANGE VISION MUST BE DONE EFFECTIVELY AND REPEATEDLY.

About the Change Elements
Communication means clear, two-way dialogue between you and your team about the vision. Communication involves sharing the vision, allowing team members to share concerns and ideas, and receiving confirmation back from the team that they understand the vision.

It's important to have a communication plan. The following steps help provide a clear message that is easy to understand. Remember, if you don't provide an opportunity for your team members to talk about the change, they haven't completed the communication steps.

1. **Creation.** The first step when communicating is to create the message. This can be The Case for Change, Moving From & Moving To, or some other message. It's also important to plan how and when the communication will take place.

2. **Transmission.** The next step in communicating is to transmit the message you created. You could do this verbally, visually, in writing, face to face, or in a group. Remember that the words you choose are only a portion of what's communicated, and realize that people may be distracted or unprepared for your message.

3. **Translation & Confirmation.** This is perhaps the most important step. Here the listener takes in the message and reworks it into words and ideas they can relate to. They may think through what the message means to them and how they react to it. As you hear them talk about the message and their reaction, you can gauge how well they understand it and whether or not they agree with it.
Implementing change happens most effectively when everyone involved shares the same vision, understands and agrees on the outcomes, and does their part.

How unified is your team while working in the right direction? Alignment involves everyone knowing what they are working on as a team as well as their own specific roles. They should also understand how what they do as a team helps move the organization forward.

When working on a change, you can bring your team together in many ways, but each team member must understand three critical ideas for alignment to succeed.

**Understand the Vision.** Each person on the team should be able to explain the Case for Change in his or her own words, including how he or she, the team, and the organization will benefit.

**Understand the Outcomes.** Everyone should know what measurable results the team is responsible for and be able to explain the Moving From & Moving To for the team or the organization.

**Understand Their Role.** Once team members understand the outcomes they are looking for, they can create their own Moving From & Moving To in order to clarify their own role in the change, determine what specific things they should stop and start doing, and identify what results they are personally accountable for.

With those three concepts in place, your team is ready to come together as one to work on the change, each individual knowing his or her role and how it fits into the team’s effort.

Though you can begin aligning your team in the Zone of Status Quo, the real work starts happening in the Zone of Adoption. In fact, if your team isn’t in alignment, you’re not likely to ever make it out of the Zone of Adoption. You may even move back and forth between the zones of Disruption and Adoption fighting unnecessary battles over and over again.

**Diving Deeper**

**Zone of Status Quo.** For changes you know about ahead of time, you can prepare your team by giving them as many details as possible. Think through what role you would like each team member to play in the changes you plan to introduce. Can some people help more than others, or are they more change-ready so they could be an ally during the change?

**Zone of Disruption.** Even teams that are well aligned before a change can see that alignment disappear in the Zone of Disruption. The fastest way to fix alignment issues here is to get the team to understand and rally around the Point of Decision.

**Zone of Adoption.** Alignment is critical in the Zone of Adoption. The speed at which you move through this zone and enter the Zone of Innovation depends greatly on how aligned your team is. Bring your team together often to talk about the change and keep them working on the right things as a team and as individuals.

**Zone of Innovation.** As your new results become clear and you begin building on them, make sure your team sees those same measurements. Check with your team members to ask how they are personally benefiting from the new results.

**What to Watch For**

Warning signs that people aren’t in alignment about the change include:

- You see few open group conversations about the change but many small, quiet conversations.
- There’s an unusual amount of conflict.
- You’re falling to get the expected results.
ENGAGEMENT

EVERY SINGLE PERSON IMPLEMENTING THE CHANGE NEEDS TO BE “ALL IN” REGARDING THE CHANGE.

Engagement is about capturing the hearts, minds, and energy of everyone on the team. People are interested and excited about making the change happen. They use their creativity and best efforts to fill their roles and motivate and support each other in doing so.

Through the ages, there have been a lot of ways to motivate people. They range from punishment and fear to money and prizes. But recent studies have shown that the “carrot and stick” approach to motivating people isn’t nearly as effective as other strategies.

In fact, from his research, Daniel Pink listed the three primary people motivators as autonomy, mastery, and purpose.

AUTONOMY. This is having a say in what you do and how you go about it. Autonomy gives you the ability to use creativity to make decisions and influence the outcome. If it makes sense, giving team members flexibility about how they pursue the change will help motivate them.

MASTERY. This is expertise. Everyone on your team is developing mastery in his or her role or area of responsibility. Mastery gives you a sense of self-worth and contribution. If you think through each team member’s area of expertise, you can use that to create engagement, even if it’s just an opportunity to build expertise in a new area.

PURPOSE. This is the sense that what you are doing matters. You can create an engaging vision for the change that the whole team can grab onto, and you can prompt individual team members to find purpose for themselves as well.

Diving Deeper

The more engaged your team is in the change, the faster you can move through each zone in The Change Model and into the Zone of Innovation. Each success along the way will increase engagement for you and for your team.

ZONE OF STATUS QUO. Before you announce a change, think through the three motivators (autonomy, mastery, and purpose) and brainstorm how you could use each to build engagement for members of your team.

ZONE OF DISRUPTION. Often in the Zone of Disruption, you’ll find the opposite of engagement in your team. Team members may be apathetic, evasive, or resistant. Use the Vision skills to help create a picture of success that each team member can hold on to and see the change differently.

ZONE OF ADOPTION. In the Zone of Adoption, use the three motivators and remove obstacles. Watch for signs of a lack of engagement and respond accordingly. Misunderstandings, conflict, complaining, low performance, and being overloaded are all signs of low engagement.

ZONE OF INNOVATION. The Zone of Innovation will usually create engagement by itself. All the efforts to create engagement in the other zones build up to create a positive, energized team. Look for individuals whose enthusiasm may be waning or who may feel they are not benefiting from the change.

What to Watch For

Your team’s level of engagement has a huge impact on how quickly they achieve the change you are working on. Here are some ways to spot warning signs about low engagement:

1. Team members ask few questions about the change.
2. They’re focusing a lot of time and attention on side projects.
3. They’re complaining or making excuses about the strategy.
ACCOUNTABILITY

CHANGE SUCCEEDS WHEN EACH CONTRIBUTOR KNOWS HIS OR HER ROLE AND THE CHANGE OUTCOMES ARE MEASURED.

Accountability is about individuals recognizing their ownership of specific, visible, measurable results. During times of change, Accountability involves people knowing what’s expected of them and exactly what is under their control.

The most common misperception about Accountability is that it’s based on reward and punishment. When we talk about “holding people accountable,” we usually mean that someone must pay for a failure to get results.

When working through a change, it’s important to think of Accountability more like ownership and ability. When you are accountable for a result, you are empowered to make it happen and you have the ability to make decisions about those results.

The more accountable you and your team are, the faster you will move toward success. When you are tracking measurable results, you can make adjustments faster and keep everyone focused on what’s most important.

Measurement and visibility are important pieces of the Accountability puzzle. It’s generally true that if you can’t measure something, you can’t be accountable for it. When working with individuals on your team, define measurable results to show if they are succeeding at their role in the change. Once you define those results, take steps to make the measurements visible. Research has shown that when

Diving Deeper

Accountability can become one of the primary forces that push the change to be successful. While the concept of Accountability can help in each part of The Change Model, it’s critical in the Zone of Adoption.

ZONE OF STATUS QUO. If you are introducing a change, get clear on what results you would like to measure before you begin communicating about the change with your team.

ZONE OF DISRUPTION. Accountability can help you measure the costs that mount during the Zone of Disruption and address the urgent issues that are costing you more. By discussing measurable results with your team, you can help them move past the Point of Decision.

ZONE OF ADOPTION. As a manager or leader, you should know exactly what results you are measuring. Each member of your team should understand those results and know how what they do helps or hurts the cause. Priorities, by definition, are few in number. Be careful not to create too many key objectives for each team member. Visibility increases accountability. Review the measurements often with each team member.

ZONE OF INNOVATION. An important part of Accountability is the recognition of a job well done. As results and individual performance improve, take opportunities to acknowledge them.

What to Watch For

The following are signs of Accountability problems:

1. There’s a lack of progress on the change.
2. You see a lot of finger pointing, blame, or excuses.
3. You’re initiating most of the conversations about the change.
HR Leader Communications: Leader Resources

Team Member Communications: team members will receive entity based publications such as IU Health Daily Matters at the AHC, IUHP Bi Weekly, #SuccessfulME@IUHealthTeam via Twitter.

eLMS Modules: use keyword Performance Management

Pulse: Home page >Performance Management

Pulse: Leaders tab >Performance Management

Drop in Centers: Schedule available on Pulse home page >Performance Management

Poster: Available on Pulse home page >Performance Management

IU Health Physicians HR: 317-962-7900

Performance Management Support: helpdesk@IUHealth.org or 317-962-2828

Coach______________________________________________________________ phone__________________