

Performance Management at



Performance management is when a series of targeted discussions happen between a supervisor and a reporting staff member that provide:

- clarity on performance expectations
- guidance on how to meet expectations

Cont...

- correction on work outcomes or behaviours
- participatory problem-solving
- recognition of progress or accomplishment

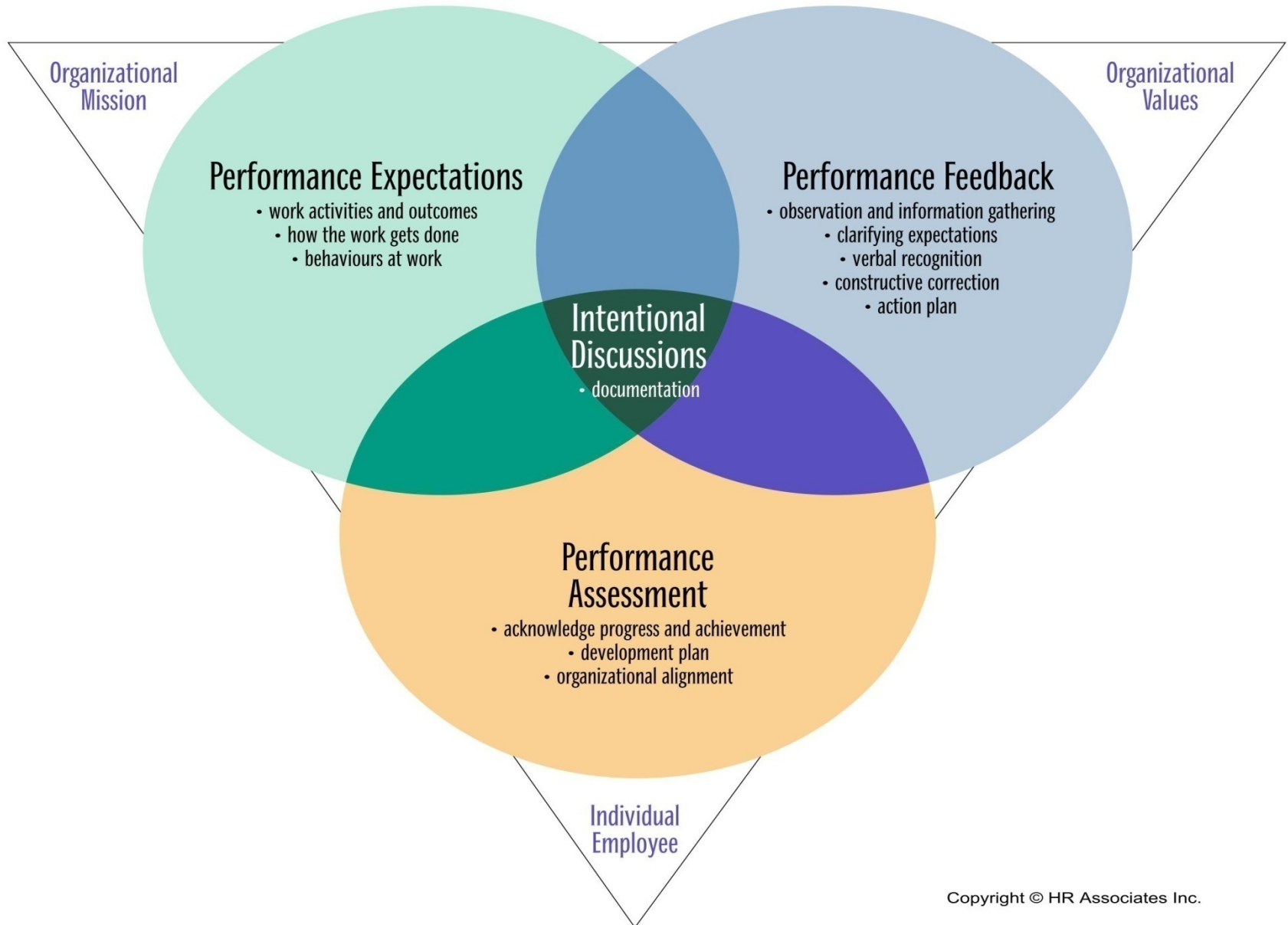
Performance management discussions must be:

- intentional
- specific in terms of message
- clear on the gap to expectation
- balanced (positive and corrective)
- timely and frequent

Performance appraisal is a performance management discussion that is:

- an annual event
- a structured discussion (tool)
- reflective of 12 months
- incorporates the future as well as the past

Managing for 'Results': A Performance Management Model



What Does Performance Management Do For StFX University?

1. Aligns employees with department and University goals
2. Builds employee effectiveness in their job
3. Ensures Supervisor/Manager accountability for employee performance
4. Creates employee accountability for performance

How Does Performance Management Help You in Your Job?

1. Creates better communication
2. Builds appropriate relationships
3. Focuses employee activities (performance) on expectations
4. Resolves minor issues before they become major
5. Empowers and enables you

Performance Management at StFX University:

- Rolled out to Managers in 2008
- Mandatory from 2009 onwards
- Must be completed for your staff by July 01st each year
- Tools and resources available through H.R. Department

Familiarity with the “Tools” helps you to have productive and focused performance review discussions with your staff.

Part 1:

Your Rating Options:

- Needs Improvement (NI)
- Consistently Meets Expectations (ME)
- Consistently Exceeds Expectation (EE)
- No Basis for Rating/Development (N/A)
- Applies Only to Management (M)

What can we do to improve the validity of our rating?

Why does it matter?

In any performance management system, performance factors are selected upon which to assess staff.

Performance factors should be observable in terms of either work outcome or behaviour.

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Performance Factors

(Performance Review Form)

1. Analysis and Problem Solving
2. Work Attitude and Behaviour
3. Working Relationships and Client Service
4. Communication

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Performance Factors (Performance Review Form)

5. Initiative
6. Decision-making and Judgment
7. Planning and Organization
8. Productivity and Efficiency
9. Leadership

Don't under-estimate the value and power of your comments.

Ensure every rating choice is supported by at least one relevant comment

A Performance Review comment should be:

- based on a communicated expectation
- directly related to job performance
- reflective of performance in general (not isolated incident)
- be observable either in behaviour or work outcome

Documentation of Performance and Assessment

Why is this important?

- Clarity of message
- Record of expectations
- Record of discussion
- Record of action plan
- Necessary standard of proof

There should be
“**no surprises**”
during the performance review meeting.

Part 2:

Education and Development Plan

- should be reflective of core competencies
- may be reflective of future role growth requirements
- provide a plan to address any “needs improvement”

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Part 2:

Education and Development Plan

- many options, include:
 - ✓ University Courses
 - ✓ Continuing Education Courses
 - ✓ Work shadowing
 - ✓ Dedicated internal training time (from supervisor or co-worker)
 - ✓ IT Service Courses
 - ✓ Formalized Mentoring
 - ✓ Cross-training
 - ✓ Committee Work, etc.
 - ✓ External training courses
 - ✓ Seminars, conferences

An Education and Development Plan should:

- be completed with employee
- flow logically from assessment of core competencies
- be specific in terms of:
 - what you want them to learn
 - how (method) they are to learn
 - time-frames for learning and completion
 - measures of learning

Part 3: Review of Accomplishments and Objectives

Purpose is to:

- Acknowledge and Recognize
- Encourage Motivation
- Share Expectations for Future
- Focus on Improvement

Specific Accountabilities for Employees Position



**Reinforce job duties
(use job descriptions)**



**Communicate or reinforce
performance expectations**

Results and Achievements for the Review Period



Recognize and Acknowledge progress and/or achievement



Encourages individual motivation



Necessary for sustained performance

Objectives for Coming Year



Performance Goals



Development Goals



Focus on Continuous Improvement

Section 4:

Overall Rating of Performance

- select best representative rating (not mathematical)
- balance all areas of performance
- be reflective of full review period
- support with comments

Part 3:

- Manager's comments
- Employee's comments
- Sign off
- Copy to H.R. Department

Supporting Tools

Employee Self-Evaluation

- give to employee in advance
- ask them to reflect on questions
- ask them to be prepared to discuss their thoughts at the meeting
- share the Performance Review Form in advance to increase knowledge and comfort

Supporting Tools

Interviewer Self-Evaluation After Performance Review with Employee

- a reflection tool for after the meeting
- used for developmental purposes:
 - *What did I do well?*
 - *What could I have done better?*
 - *What will I do next time?*

Supporting Tools

Performance Review Appeal Form

- a tool used by employees to communicate with HR should they have concerns about the final performance rating or how the meeting was conducted

Preparation Hints

- Review your notes made during the review period
- Think about performance over the full year
- Focus on both the positive and the corrective performance observations
- Be specific, on-point and bias free

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Preparation Hints

- Be able to back up each comment with events or observations that support it
- Make notes to support each assessment
- Listen to the employee; be open to changing your assessment remark if justified

Hints for the Performance Review Meeting

- It should be scheduled, private and uninterrupted
- Start the meeting by easing the tension and “set the stage”:
 - make it clear that you believe in the value of this process for both the employee and yourself (as supervisor)

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Hints for the Performance Review Meeting

- Start the meeting by easing tension and “set the stage”:
 - explain your agenda for the meeting
 - emphasize that you want it to be a two-way communication (but you will not allow it to get out of control)
 - express your confidence that the meeting will be a positive thing for the employee

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Hints for the Performance Review Meeting

- Review facts, events or observations from the review period; discuss them with the employee and encourage him/her to contribute to the discussion
- Use a problem-solving approach to work through things that the employee has difficulty with

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Hints for the Performance Review Meeting

- Avoid reflecting on personality traits or comparing one employee's performance to another
- Review your assessment and seek the employee's input, and ultimately acceptance.
- Move on if employee is firmly off-side

Be Careful of ...

- Procrastination
- Unrealistic expectations
- Tendency to “dump and run”
- Rater error (*positive/negative rater bias, halo effect, central tendency*)
- Conflict avoidance
- Recency Tendency

Performance Review Follow up

- Informal check-in
- Informal feedback on performance (not just corrective). Answer the question “How am I doing?”, without it having been asked
- Coaching the employee: explain, show how to, share knowledge, etc.

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Performance Review Follow up

- Help them change or redirect their performance or behaviour
- Specific follow-up with every “needs improvement” assessment
- Think of it as a continuous discussion

Remember...

- You gain employee respect through fair treatment, a good attitude and an open mind
- Don't wait until an annoying behaviour becomes a performance issue
- If you are doing your job, then there should be no surprises for an employee during their performance review

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Remember...

- If you consider performance management a daily activity, you overcome any anxiety about the performance review itself
- Performance management is an investment of your time in the short term for long term gain - for both the employee and yourself

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Remember...

*There are internal supports for you:
your manager, your peers and the
HR Department*



Thank you for your participation!

