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# **PERFORMANCE MANAGEMENT**



Staff Center for Training  
and Development

# Objectives

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During this session you will learn:

- How to have meaningful conversations that reinforces accountability, trust, and year round feedback
- How to build trust and accountability
- Best practices for employee recognition
- Timetable for the process

# Today's Focus

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- Building Trust
- The Performance Management Cycle
- Bringing It All Together

What's the Difference?

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**Performance Evaluation**  
**vs**  
**Performance Management**

# What's the Difference?

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## **Performance Evaluation**

- Represents a culmination of past year's discussions between the supervisor and employee about the employee's performance
- A small part of Performance Management

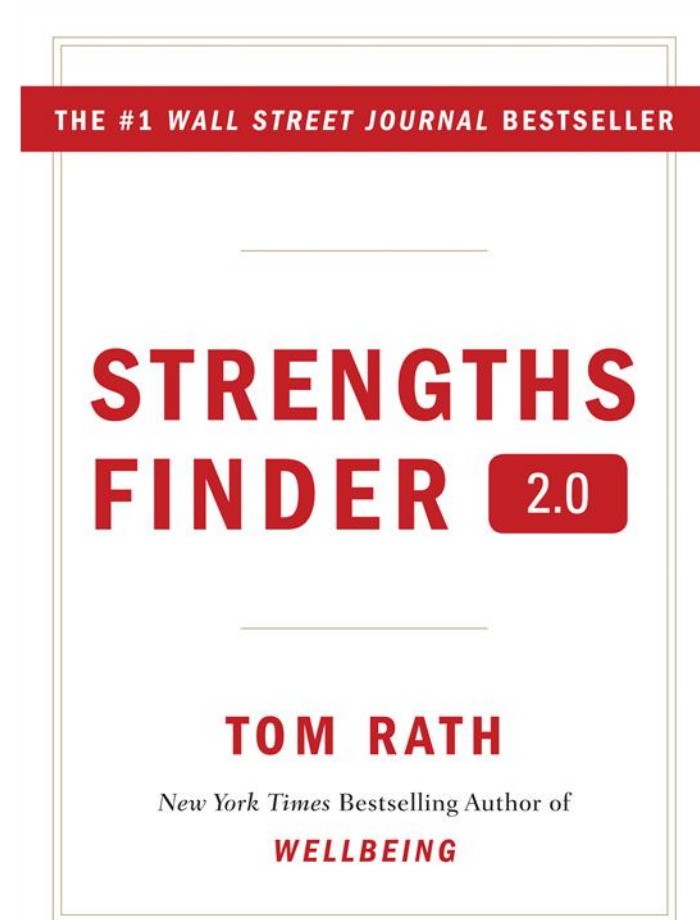
## **Performance Management**

- A continuous process that continues all throughout the employee's University employment
- Provides supervisor and employee a shared understanding of job expectations

# Motivation & Engagement

## Employee Disengagement:

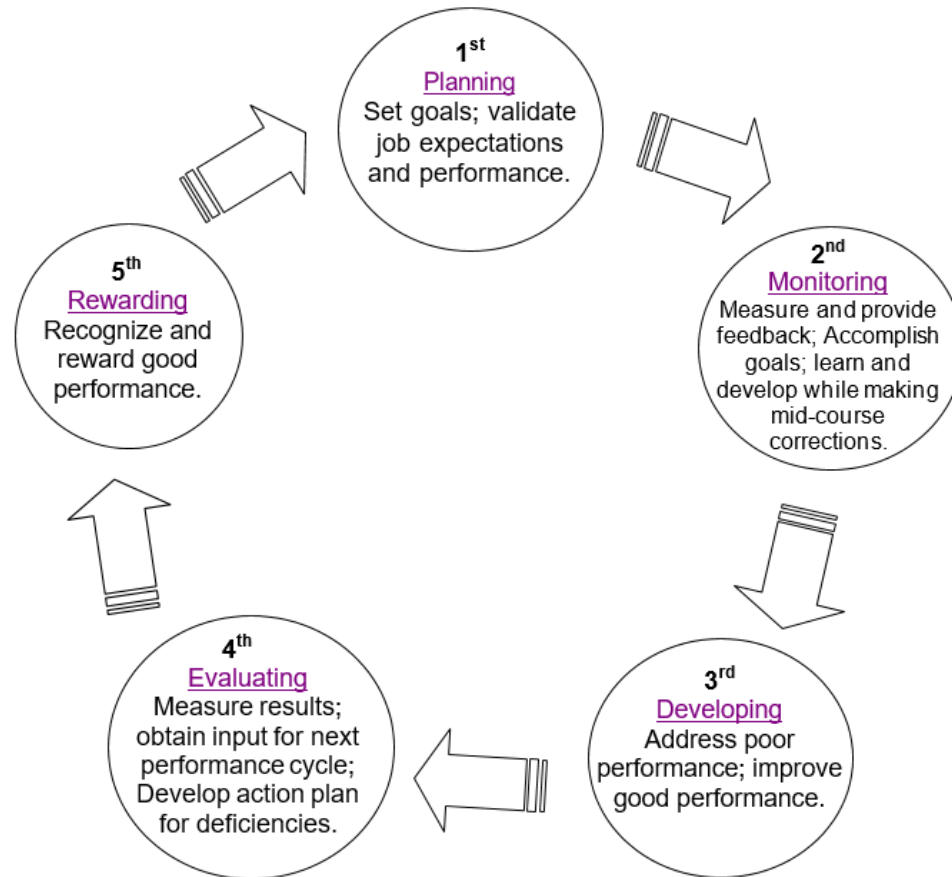
- If manager ignores employee: 40%
- If manager focuses on weaknesses: 22%
- If manager focuses on strengths: 1%



# The Five Elements of Performance Management

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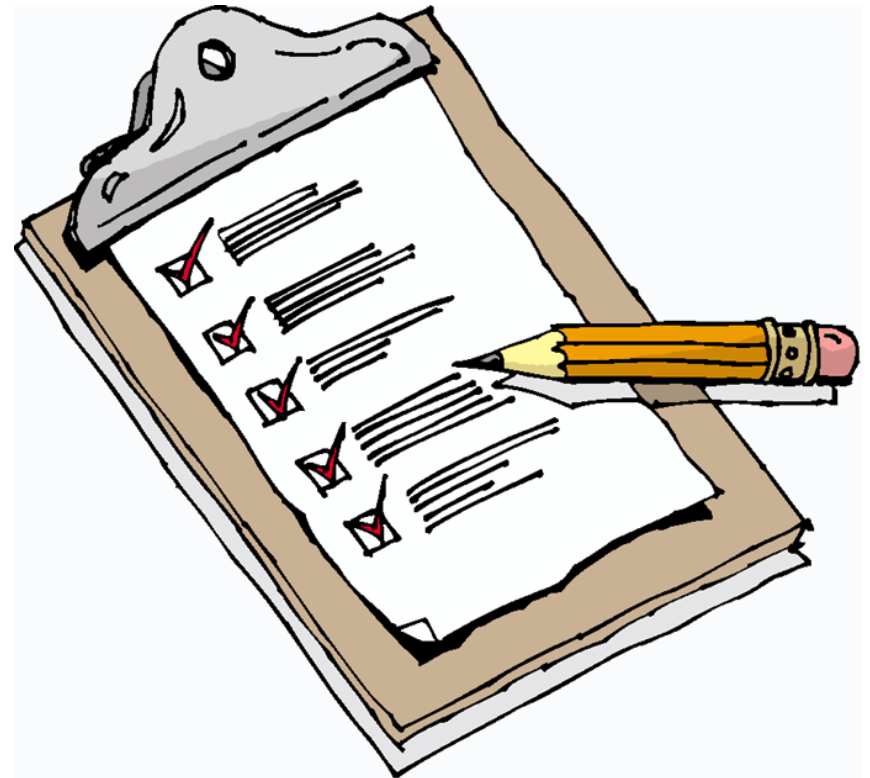
# Performance Management Cycle

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## 1. Planning

2. Monitoring
3. Developing
4. Evaluating
5. Recognizing







# Plan Development

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- The plan should:
  - Align with organizational needs and demands
  - Meet the needs identified
  - Be co-created with your staff



# SMART Goals

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- Does it have a deadline?
- Does it have details about who is doing what?
- How you will know you have achieved it?
- Do you have or can you get the resources (time, money, support) to accomplish it?



# SMART Goals

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# Practice Making SMART Goals

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- Write an SMART Goal that supports the divisional goal
- Some divisional goals:
  - Stabilize and optimize enrollment
  - Improve retention/graduation rates
  - Recruit and maintain a more diverse sta
  - Provide outstanding customer service
  - Reduce student debt
  - Increase donor participation and total giving



# Engage Employees in the Planning Process

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- Set Goals
- Validate Job Expectations and Performance
- Create learning opportunities
- Keep a journal
- Build Trust

❖ See pages 6, 7, 14, 17, 18 & 20 of the guidebook



# Performance Management Cycle

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1. Planning
- 2. Monitoring**
3. Developing
4. Evaluating
5. Recognizing



# Monitoring

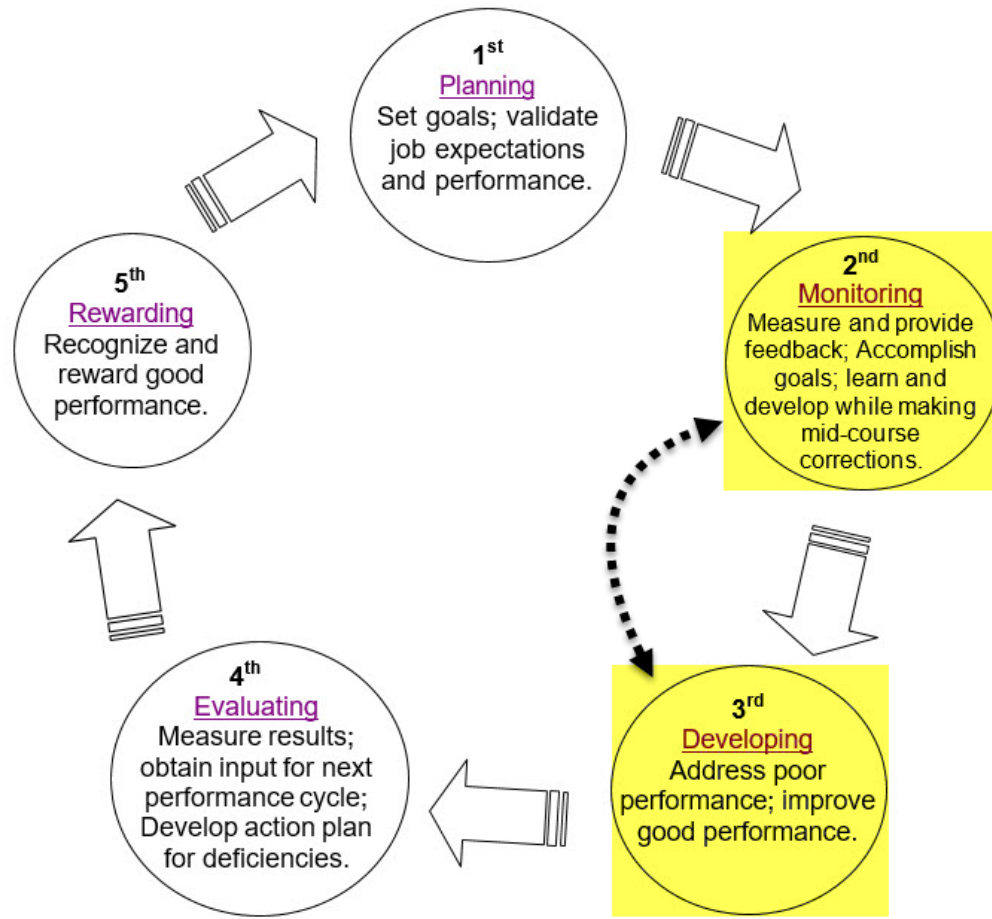
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- Monitor assignments and projects
- Continual process
- Measure performance
- Provide timely and ongoing feedback
- Compared against established expectations & standards
- Keep a journal



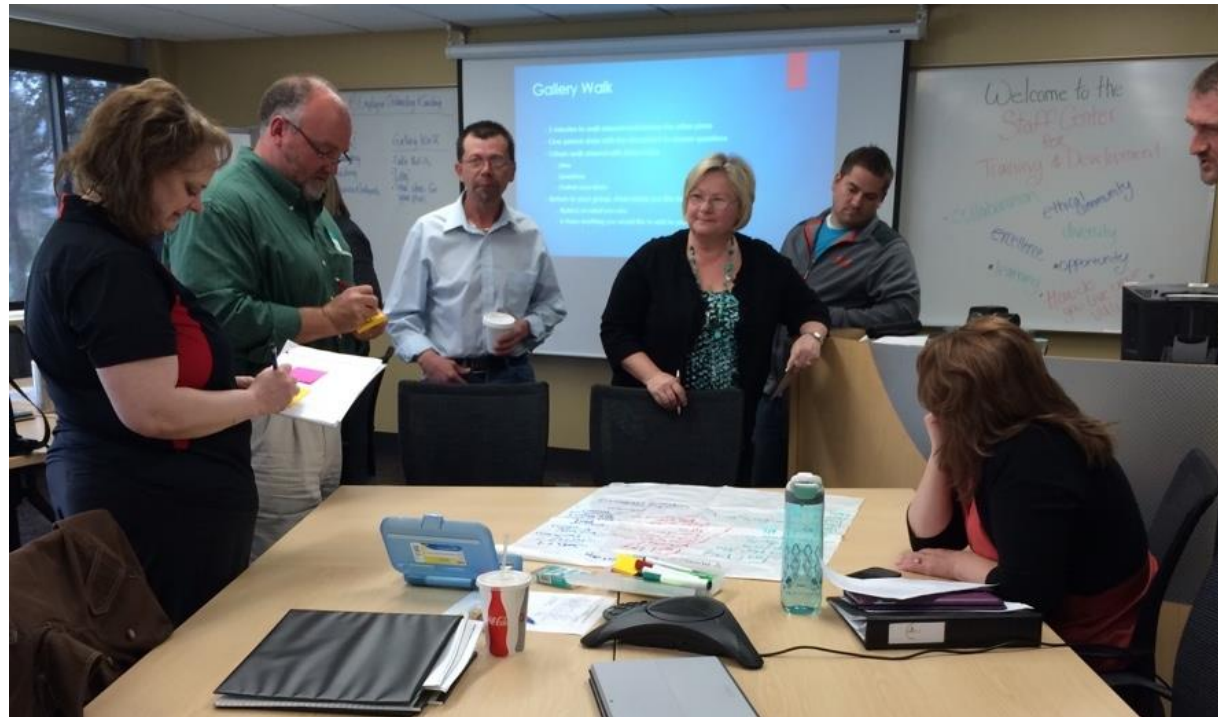
# The Five Elements of Performance Management



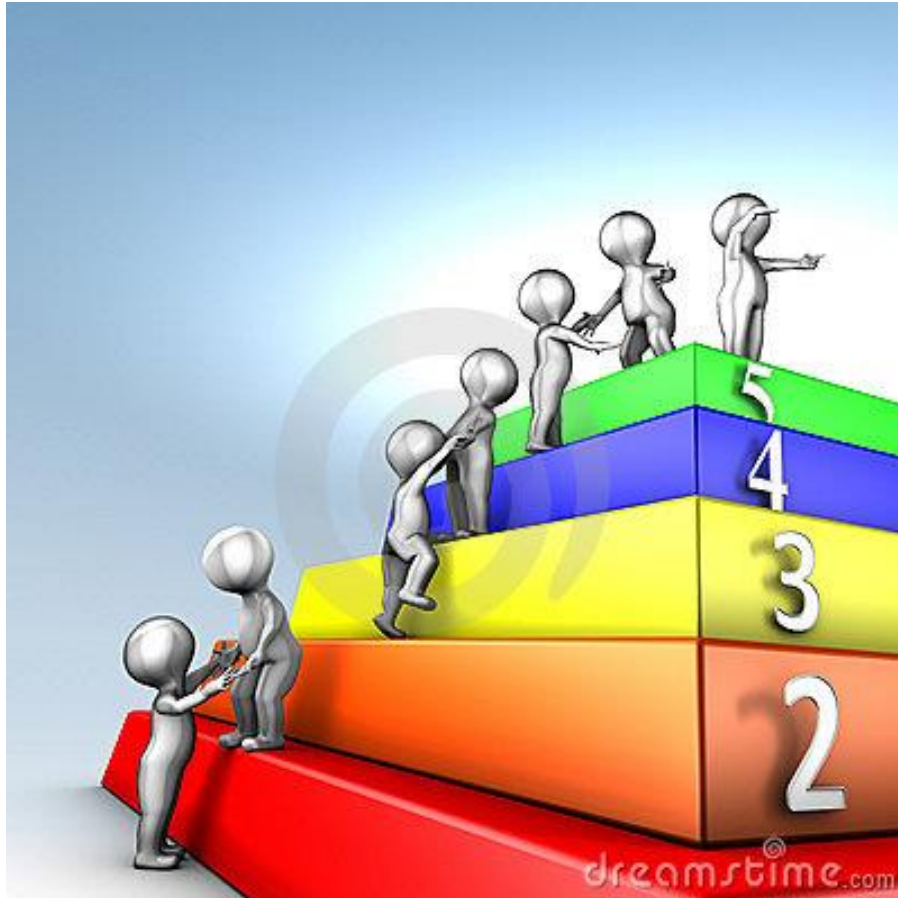
# Employee Development Plan (EDP)

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1. Planning
2. Monitoring
- 3. Developing**
4. Evaluating
5. Recognizing



# Developing



- Assess developmental needs
  - Raise employee's level of performance through:
    - Training
    - Additional assignments
    - Higher levels of responsibility
- ❖ See pages 25-27 in the guidebook

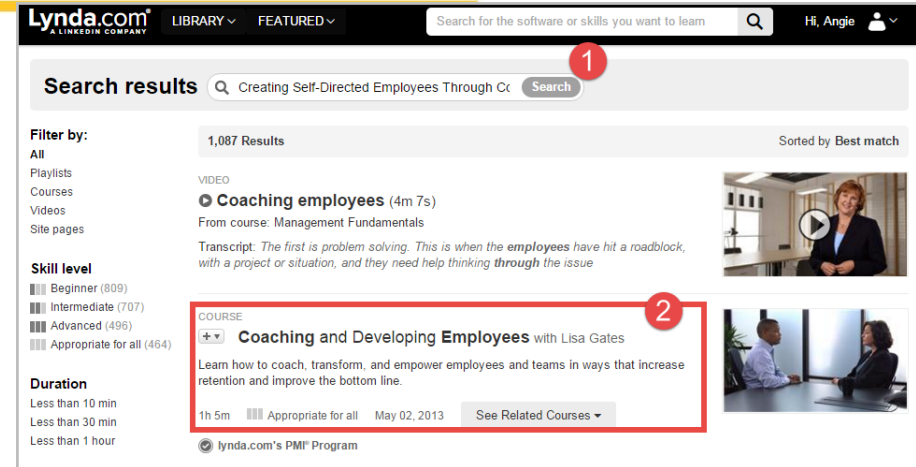
# Lynda.com Session

- Lynda.com sign-in may be found on the **Employee tab** in MyFSU using the **Professional Development icon** in the Employee Quick Links portlet.
- In the **Professional Development Quick Links portlet**, select **Lynda.com**. Once you've logged in, you will be able to search for videos and set up your playlist.



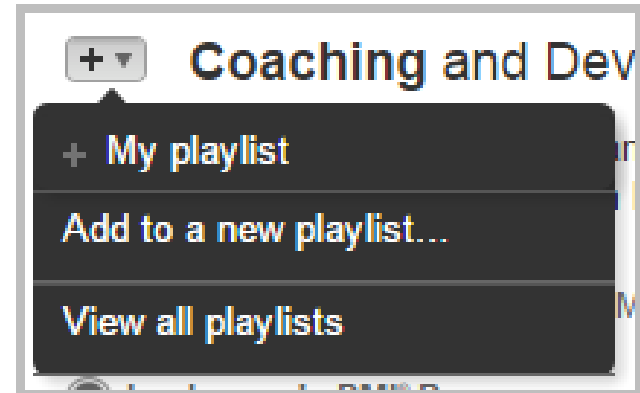
# Lynda.com Session

- Use the Lynda.com **search bar** to enter the series or course title (**Coaching and Developing Employees**). The course you will be viewing for this program is 1 hour and 5 minutes long narrated by **Lisa Gates**.



The screenshot shows the Lynda.com search results for the course 'Coaching and Developing Employees'. The search bar at the top contains the text 'Creating Self-Directed Employees Through Co' and is marked with a red circle '1'. Below the search bar, the results are filtered by 'All' (1,087 Results) and sorted by 'Best match'. The course 'Coaching employees (4m 7s)' is highlighted with a red box and marked with a red circle '2'. The course description reads: 'Learn how to coach, transform, and empower employees and teams in ways that increase retention and improve the bottom line.' The course is narrated by Lisa Gates and has a duration of 1h 5m. The course is part of the 'lynda.com's PM® Program'.

- Use the **dropdown arrow** to add the course to your playlist. Now, next time you sign in to Lynda, **My Playlist** will be at the top of your page, and this course will be easy to find and watch.



The close-up shows the course card for 'Coaching and Dev' with a dropdown arrow icon. The dropdown menu is open, showing three options: '+ My playlist', 'Add to a new playlist...', and 'View all playlists'.

# Performance Management Cycle

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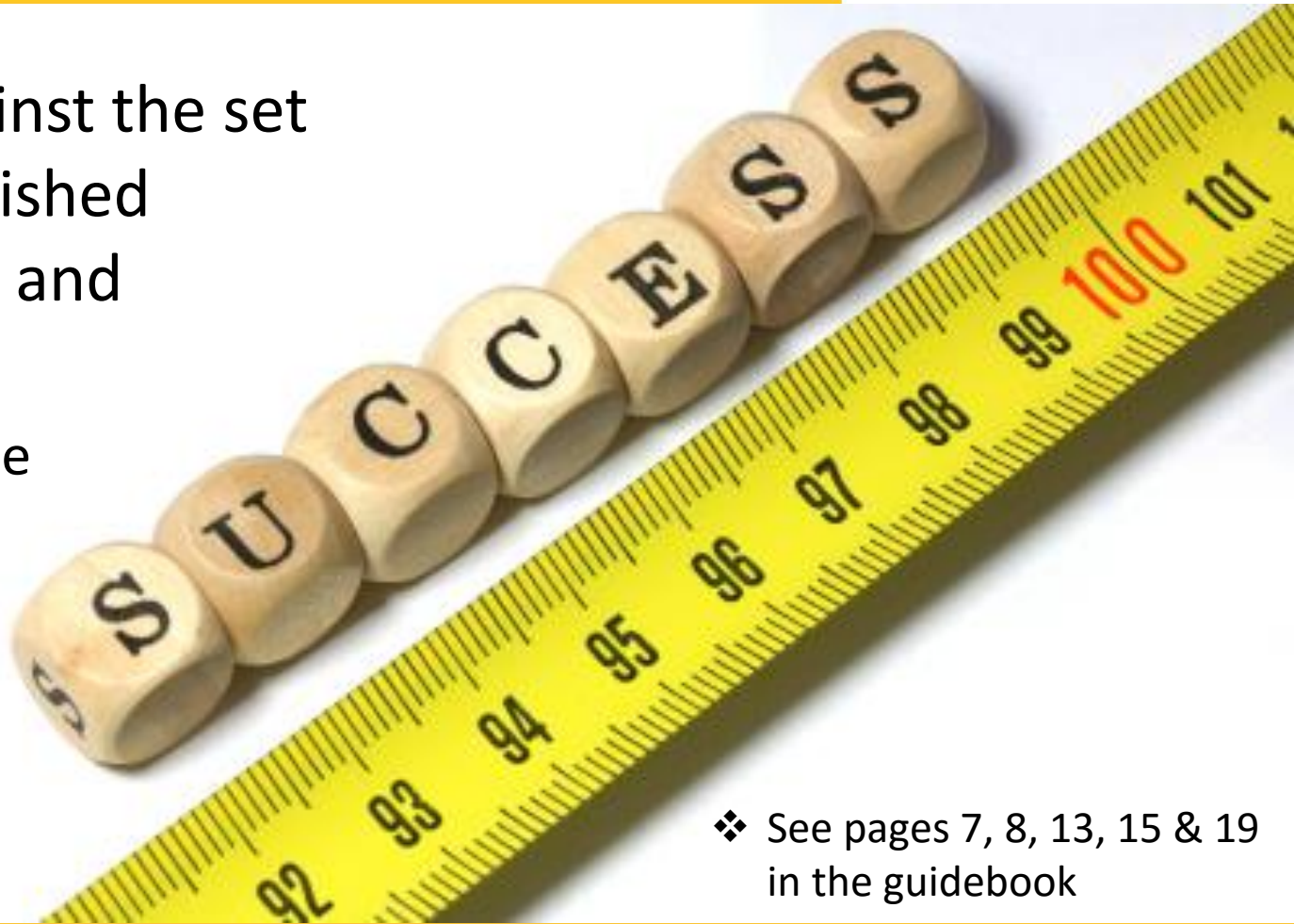
1. Planning
2. Monitoring
3. Developing
- 4. Evaluating**
5. Recognizing





# Evaluation Planning

- Evaluate against the set of pre-established expectations and standards
  - Performance
  - Behavior
  - Attendance



❖ See pages 7, 8, 13, 15 & 19 in the guidebook

# Evaluation Forms

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- [HR Performance Evaluation Forms](#)
- [Performance Evaluation Instructions](#)
- [Performance Evaluation Form](#)



# Evaluation Meeting

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- Establish rapport
- Start on a positive note
- Confirm employee has a copy of the:
  - Job description
  - Performance plan
  - Self-assessment
- There should be **NO** surprises!



❖ Pages 8-10 & 13 in the guidebook

# Performance Management Cycle

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1. Planning
2. Monitoring
3. Developing
4. Evaluating
5. **Recognizing**

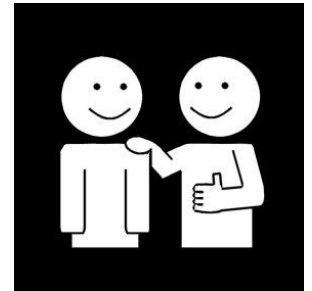


# 5 Best Recognition Practices

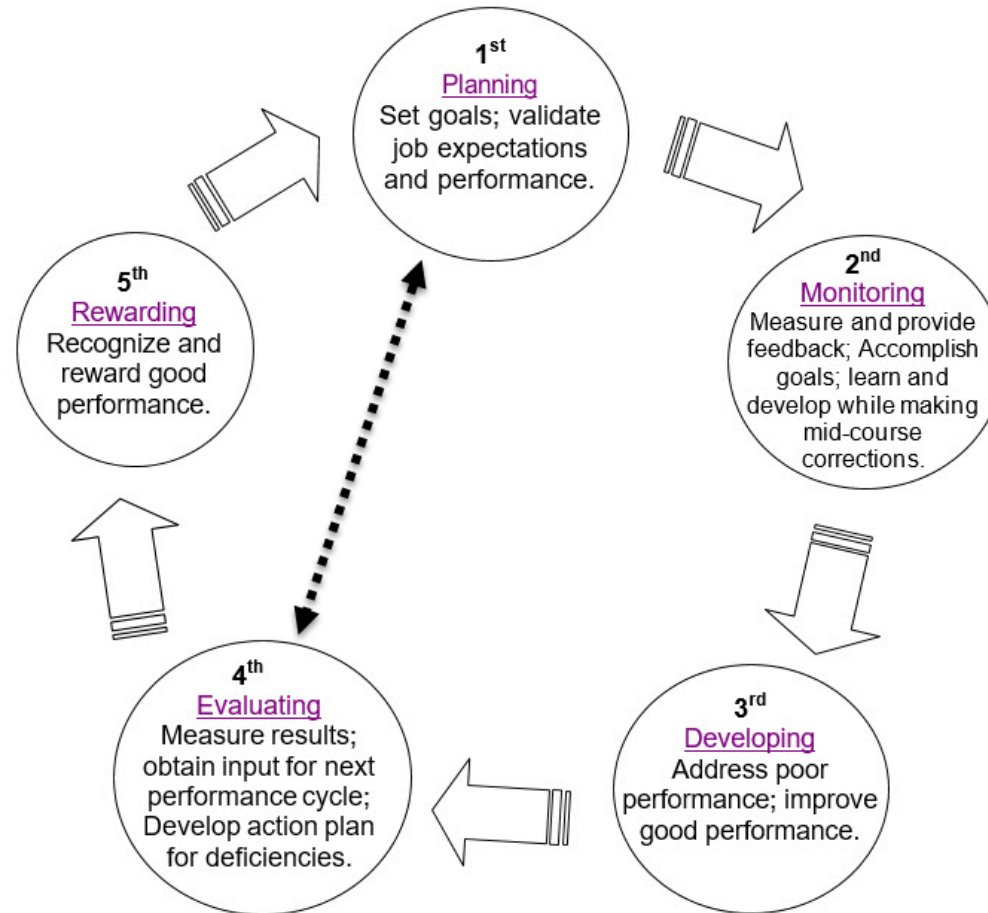
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- Recognize people based on specific results and behaviors
- Implement peer-to-peer recognition, not top down
- Share recognition stories
- Make recognition easy and frequent
- Tie recognition to your own company values or goals



# The Five Elements of Performance Management



# Bringing it all Together

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## 7-11 Conversation

- Turn to someone near you
- Tell them in 60 seconds or less what you learned today



# Timeline for 2017

Step in the Process	Date
Employee completion of a self-evaluation form, if desired or required	Early April
Supervisor completes the evaluation and submits it to dean/director/AVP for review; this is before it is shared with the employee	By May 1
If the evaluation includes ratings that will require a performance improvement plan, the supervisor should work with HR on the evaluation prior to it going to the dean/director/AVP.	Before May 1
Dean/director/AVP completes review; either returns to supervisor or forwards to VP depending on whether recommended for merit	By May 22
When applicable, the VP completes her/his review and returns them to dean/director/AVP, who returns to the supervisor	By June 9
All evaluations are to be shared face to face with the employee, and signed copies are to be sent to HR	By June 30
Merit pay effective date (if applicable)	August 1

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# Questions?