

# Performance Management for Managers and Staff

Fall 2023

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# Performance Management “Refresher”

## **Key Components of our time together today**

- Refresh on Macalester’s Performance Management Framework
- Review the 3 Steps of Performance Management and specific action steps
- Giving and Getting Feedback
- “Catch All”
- Next Steps
- Questions?

# The Importance of Performance Management

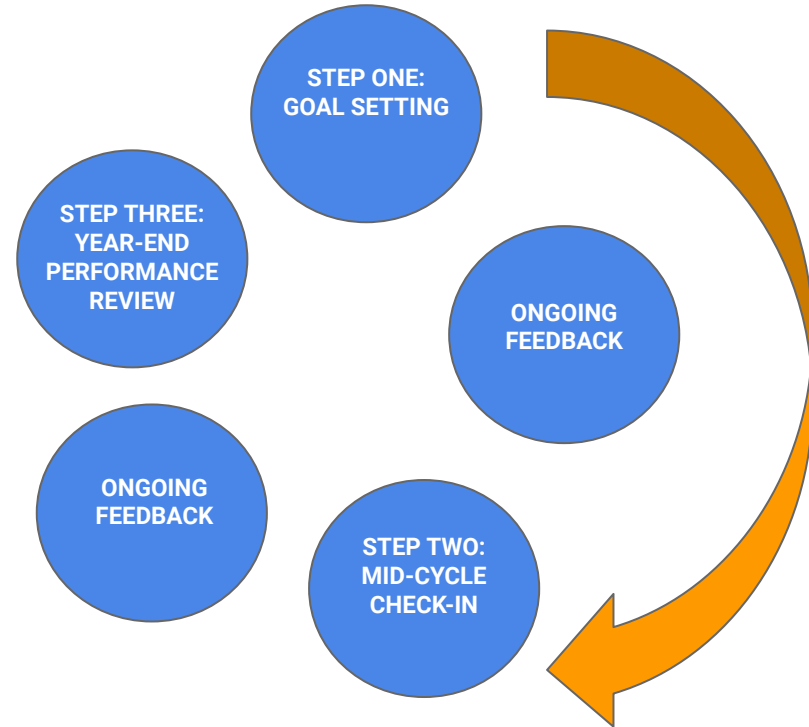
Macalester's Performance Management Framework is a collaborative process between the manager and employee, generally begins in August of each year, culminating annually at the end of July.

The framework is designed to ensure that:

- Expectations are clear, resulting in strong performance, growth and results;
- Better information is available to understand strengths and areas of opportunities for employees; and
- Allow for continuous conversations, coaching and support throughout the performance calendar year.

The goals of performance management are to:

- Align managers and employees to job responsibilities and expectations;
- Enhance the manager and team/employee collaboration;
- Develop employee capabilities through effective, timely feedback;and
- Improve communication and relationship between employees and managers.



# Performance Management Framework

**STEP ONE:**  
**Goal Setting**  
(August - October)

**STEP TWO:**  
**Formal mid-cycle check-in**  
(February)

**STEP THREE:**  
**Performance Review -  
Recap of Year**  
(May - July)

ONGOING FEEDBACK

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# Goal Setting & Goal Types

At the beginning of the performance management cycle, it is important for managers to work with employees to establish performance expectations, and develop SMART goals for the performance year. These goals should outline the expected performance AND result.

## Performance Goals

- 3-4 Goals.
- Tie to specific projects, initiatives or priorities for the year.
- Identify results. (How will you know this goal has been achieved?)

## Development Goals

- 1-2 goals.
- Identify soft skills, knowledge or experiences to develop during the year that will help in a current or future role.
- Identify how the skills, knowledge or experience will be gained.
- Identify desired results. (How will you know that you gained the skills or knowledge?)

# SMART Goals

**SMART goals** aid in the development of individual plans and tasks as well as provide the framework for performance feedback and coaching conversations.

## SMART Goals are:

<b>Specific</b>	Goals are straightforward in their description. Describes exactly what needs to be accomplished.
<b>Measurable</b>	Goals have concrete, objective criteria that determine if and when a goal is met. Pre-defined measures help keep the employee on track toward reaching the goal.
<b>Ambitious and Attainable</b>	Goals are considered a stretch, but realistic, and can be accomplished within the specified timeframe, with the available resources.
<b>Results-Oriented</b>	Goals focus on the intended results.
<b>Timebound</b>	Goals have specific target date that must be met.

## Questions to ask:

<b>Specific</b>	<b>Be specific.</b> What am I going to do? What do I want to accomplish? How am I going to do it?
<b>Measurable</b>	<b>Build-in ways to measure progress.</b> How will I know when I've reached my goal? How will I measure my progress?
<b>Ambitious and Attainable</b>	<b>Stretch yourself.</b> Does this goal stretch my knowledge and/or skillset? Can I realistically accomplish this goal?
<b>Results-Oriented</b>	Does the goal relate to what I want to accomplish in my role, or for the department?
<b>Timebound</b>	<b>Commit to a target date.</b> Will I accomplish my goal next month, next semester, by end of July?

# Goal Setting Examples

## Performance Goals

- Goal: Plan and deliver 4 training sessions by June 1, 2024, with 20+ attendees and 80%+ satisfied rating for each session.
- Goal: Develop detailed procedural guide of XX tasks by March 2024. Reviewed by peers to ensure ease of use and accuracy by May 2024. Final revisions and procedural guide completed for use by July 2024.

## Development Goals

- Goal: Build my knowledge of unconscious bias, so I can recognize my own biases and learn to mitigate their impact in the workplace. Complete training and readings by April 30, 2024, and share my learnings during June team meeting.
- Goal: Increase my Excel skills so I can independently create pivot tables and vlookups in Google Sheets by July 31, 2024.

# Step 1 in action

## Key Actions:

- Share any Department or Team goals for this academic year with your team.
- Download Staff Review template from Mac Google Drive, and share with your direct report(s).
- Schedule 1:1s to collaborate and finalize performance and development goals, and discuss desired results for the academic year.
- Finalize goals by **November 17**.
- Schedule regularly occurring 1:1 meetings throughout the year. Revisit progress against goals.

## STEP 1: Goal Setting

Utilizing the [SMART goal methodology \(gdoc\)](#), manager and employee work to 4 **Performance Goals** that tie to specific elements of the employee's role clarity, also indicate the **Desired or Anticipated Result** if this goal is achieved

### Performance Goal 1:

#### Desired/Anticipated Result:

Outcome (Employee): [Do not complete until STEP 3]

Comment (Supervisor): [Do not complete until STEP 3]

### Performance Goal 2:



# Mid-cycle Check-in

The mid-cycle check-in is considered Step Two in Macalester's Performance Management Framework, occurring in or around **February** of the performance calendar.

The check-in is an intentional discussion, focused on an open and honest, two-way conversation on the work performance to this point.

## **(Possible) Agenda for discussion:**

- Progress on identified goals. Are they still appropriate? Did anything change?
- Discuss overall performance to date. Balanced conversation.
- Identify barriers and/or opportunities at the midpoint of the cycle.
- Open discussion to any additional support may be needed to ensure success.

## **(Possible) Prompts for discussion:**

- What's working well? What could be better?
- Are you experiencing any obstacles to achieving your goals?
- What thoughts do you have for helping us be even better at what we are trying to do this year?
- How can we work better together?

# Step 2 in action

## Key Actions:

- Schedule dedicated time for this discussion in or around **February**.
- Prior to the meeting both manager and employee should revisit performance and development goals and prepare for an interactive conversation.
- Manager should reach out to Human Resources if coaching is needed.
- Ensure a balanced conversation; both talking/listening and content.
- Continue with regularly occurring 1:1 meetings throughout the year.

## Step 2: Mid-cycle Check-in

The **Mid-cycle Check-in** allows the manager and employee to formally connect overall performance and goal progress. Use this time to listen, reinforce expectations well as give and receive feedback. Some possible discussion prompts to use are:

- What's working well? What could be better?
- Are you experiencing any obstacles to achieving your goals?
- What thoughts do you have for helping us be even better at what we are trying to do?
- How can we work better together?

### Employee Mid-cycle Check-in Summary:

# Year-end Performance Review

The Accomplishments & Recap of the Year is considered Step 3 with Macalester's Performance Review occurring in [May, June and July](#).

The performance review session is a recap of what occurred throughout the performance period. It also provides time for managers and employees to reflect on contributions, discuss SMART goals for the next rating cycle, as well as identify strengths and opportunities for improvement.

## Employee Self Assessment

The outcomes of the self assessment are to:

- Ensure employee involvement in the performance review process, which enhances accountability;
- Give the manager visibility into the contributions employees have made and how they were achieved;
- Increase communications between managers and employees;
- Allow manager to see the bigger picture of performance vs only results against goals.

## Performance Review

Focus on:

- Overall Job Performance - what is expected in their role; how employee performs those duties;
- Performance Goals - results against what was expected;
- Professional development - discuss knowledge, skills, and abilities that would help the employee perform better;
- Performance ratings are based on the assessment of overall job performance and goals;
- Note: Always check your biases.

# Step 3 in action

## Key Actions:

- Schedule dedicated time for this discussion in **May/June/July**.
- Build time into calendar for employee and manager to complete respective sections prior to discussion.
- Manager reviews goal outcomes, mid-year comments and any 1:1 notes about employee's performance.
- Nothing should be surprising to the employee in the review.
- Sign, scan and email to [hr@macalester.edu](mailto:hr@macalester.edu) by **July 31**.



# Giving and Getting Feedback

Delivering and receiving feedback are essential in all parts of the performance management process. Managers and employees share equal responsibility in building two-way communications that are frequent and timely.

A common cause of poor work performance is the lack of feedback. Feedback gives information to the employee, which will assist with current and future performance.

## ROLE OF MANAGER

- Learn about your employee, understand their style of receiving feedback, both positive and constructive.
- Give feedback regularly. You should have scheduled 1:1 meetings monthly, at a minimum.
- Feedback should be timely. Whether positive or constructive, deliver feedback as soon as possible. You do not have to wait for a scheduled 1:1.
- Sometimes you may not have all the information. Listen and reassess the situation, if appropriate.

## ROLE OF EMPLOYEE

- Share with your manager how you best receive feedback.
- Be open and remain calm. Focus on the circumstance being discussed. This feedback is about the circumstance and not personal.
- If you do not understand the feedback, ask questions and get more details.
- If you feel you have been treated unfairly, think about the feedback overnight before responding. Ask for this time, if needed.
- Use active listening skills. Restate the feedback to ensure you understand it.

# Performance Management: What else?

- Staff hired after March 1 of the academic year do not need a formalized review completed. Performance discussions still encouraged.
- Manager change mid-cycle? Previous and current manager partner on review.
- Ensure goal setting is a part of on-boarding activities for new, or newly promoted employees.
- **\*\*NEW\*\*** Replaced “Learning / Building” rating with “Partial / Inconsistent Impact” rating. **\*\* NEW\*\***
- The performance review is a responsibility and the expectation.
- If you have questions, please reach out to Human Resources.

# Performance Management: Next Steps

- Manager meets with team to discuss department/team goals for the performance year.
  - This is a great opportunity for the leader to share their goals with the team. This gives transparency and allows the team to understand how their work impacts the bigger picture at Mac.
- Manager downloads the **Staff Employee Performance Review** form in Google Drive templates; shares with employee(s).
- Utilizing the SMART goal methodology, work together to develop 3 to 4 Performance Goals and 1 to 2 Development Goal(s) that tie to specific elements of the employee's role or work.
  - Please have **Step 1** of the Staff Employee Performance Review form completed by **November 17**.

# Questions?

## **Performance Management “Refresher” Sessions**

**Tuesday, October 24 - All People Leaders**

**Wednesday, November 1 - Staff**

**Additional questions can be directed to [hr@macalester.edu](mailto:hr@macalester.edu).**