

Performance Review Process

2024-2025



Agenda

- Macalester's Performance Review Framework
- 3 steps of Performance Reviews at Mac
- STEP 1: Goal setting
 - SMART goals
- STEP 2: Mid-cycle check-in
- STEP 3: Year-end performance review
- Additional performance management support
- Resources



Performance Review Framework

Macalester's Performance Management Framework is a collaborative process between the manager and employee.

The framework is designed to ensure that:

- Expectations are shared and clear, resulting in strong performance, growth and results;
- Better information is available to understand strengths and areas of opportunities for employees; and
- Continuous conversations, coaching and support occur 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 Review Framework

STEP 1

Goal Setting August-October

Employees and Managers collaboratively set performance and developmental goals for the year

STEP 2

Mid-Year Check-in February

Employees and Managers meet to review progress and update goals as needed

STEP 3

Year-end Review May-July

Employees and Managers meet to review goal attainment and overall performance. Final review ratings are submitted

Ongoing Feedback

Ongoing Feedback

Ongoing Feedback

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Ongoing Feedback



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What's new in 2024-2025?

- The Performance Review Template in Google docs has been given a bit of a facelift to increase usability of the form
 - Items in **BLUE** are to be completed as part of STEP 1, items in **GREY** are to be completed as part of STEP 2, and items in **ORANGE** are to be completed as part of STEP 3
 - Text Boxes have been added to highlight areas needing completion.
- Overall Rating Definitions have been revised based on employee feedback
 - There is now a specific rating for new employees or newly promoted employees to reflect that they are still building performance in the role
- Updated Training!



The basics

- Staff hired after March 1 of the academic year do not need a formalized review completed. Performance discussions are still encouraged.
- Ensure goal setting is a part of on-boarding activities for new, or newly promoted employees.
- Manager change mid-cycle? Previous and current manager partner on review.
- At the end of the review cycle, the reviews need to be signed by the employee and the manager and then emailed/dropped off to Human Resources to be considered complete.
- Employees who receive a final rating of “Not Meeting Expectations” need to be provided with a Performance Improvement Plan (PIP) to assist them with bringing their performance back to an acceptable level. Managers should contact HR to start the PIP process.



STEP 1: Goal Setting

Key Responsibilities

Managers

- Share any Department or Team goals for this academic year with your team.
- Schedule 1:1s to collaborate and finalize performance and development goals, and discuss desired results for the academic year.
- Finalize goals with your direct reports by **November 17**.
- Schedule regularly occurring 1:1 meetings throughout the year. Revisit progress against goals.

Employees

- Download Staff Review template from Mac Google Drive, and share with your manager.
- Share draft personal performance and developmental goals with your manager via the staff review template.
- Finalize goals with your manager by **November 17**.
- Revisit progress against goals throughout the year with your manager and identify support needed



STEP 1: Goal Types

At Macalester, we ask employees to identify two different types of goals for the performance review: Performance Goals and Developmental Goals.

Performance Goals should be:

- 3-4 goals
- Specific to the job responsibilities and deliverables and/or department or College objectives
- Tied to specific projects, initiatives, processes, or priorities for the year
- Short-term; completed with a 12 month time frame
- Written as a S.M.A.R.T goal

Developmental Goals should be:

- 1-2 goals
- Specific to the employee
- Usually soft skills, knowledge, or experiences to develop yourself during the year and will help you in a current or future role
- Learning oriented and often longer-term
- Written as a S.M.A.R.T goal



STEP 1: SMART Goals

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



STEP 1: Performance Goals

Examples of SMART Performance Goals

- Develop detailed procedural guide of XYZ tasks by March 2025. Reviewed by peers to ensure ease of use and accuracy by May 2024. Final revisions and procedural guide completed for use by July 2024
- Manage the department budget to stay within spending guidelines by the end of the fiscal year. Complete a quarterly review and share with appropriate audiences to monitor progress throughout the year
- Increase the number of joint projects between my department and others by 20% over the next 6 months to promote interdepartmental communication, cooperation, and efficiencies



STEP 1: Development Goals

Examples of SMART Development Goals

- Increase my Excel skills so I can independently create pivot tables and vlookups in Excel by June 1, 2025
- Build my knowledge of unconscious bias and intercultural competence by completing the IDI assessment and required debrief by February 2025. Share my learnings and action plan with my manager within one month of my IDI debrief
- Increase my network of folks in similar roles on different campuses by 20% to create more opportunities for collaboration and learning. My Network is currently 25 people and my goal is to grow that to 30 by June 30, 2024. I'll do this by attending networking events and reaching out directly to peers for a 30-60 minute networking meetings



STEP 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.

Prior to the mid-cycle check-in, both the manager and the employee should revisit the performance and development goals to prepare for their conversation.

This check-in should be a balanced conversation with both the manager and the employee having opportunities to speak and listen to the other person.

Discussion prompts are provided in the Performance Review document but can be replaced with topics and questions that are more applicable if desired.

STEP 2: Mid-year Check-in

Sample Agenda for discussion

- Discuss progress on identified goals.
 - Are they still appropriate?
 - Do they need to change?
- Discuss overall performance
- Identify barriers to success and/or additional opportunities
- Celebrate successes
- Discuss any additional supports or resources that may be need to ensure success



STEP 3: Year-end Performance Review

The [year end performance review](#) 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 cycle, as well as identify strengths and opportunities.

Components of Step 3

- **Part A:** Go to Step 1 section and provide outcomes for each of the goals. Both managers and employee should complete their respective Outcome/Comment sections
- **Part B:** Employee Self-Assessment
- **Part C:** Manager Summary Assessment
- Overall Rating



Giving and Receiving Feedback

The Purpose of Feedback



Create Change

Incite change and outline steps to take to make that change



Encourage

Encourage continued good behaviors and positive outcomes



Trust

Build trust in relationships



Alignment

Create alignment



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Giving and Receiving 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.

ROLE OF THE 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.



— IDEA Feedback Model

I – Identify: What do you want to provide feedback on?

D – Describe: Describe the situation/behavior in detail and be clear about the impact

E – Encourage: Share and show that you are sharing this feedback to help and encourage them to be their best.

A – Action: Close the feedback with a clear action and next step(s) for the employee and even you as their manager to improve the situation/behavior next time



STEP 3: Year-end Performance Review

Ratings

Exceptional Performance

Solid Performance

Building Performance

Inconsistent Performance

Not Meeting Expectations



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Rating Basics

- Doesn't need to be the same year over year
- Should be supported in the comments and work outcomes
- Not tied to compensation
- Employees who receive a final rating of “Not Meeting Expectations” need to be provided with a Performance Improvement Plan (PIP) to assist them with bringing their performance back to an acceptable level in 30-90 days.



Additional Resources

- Additional questions can be directed to hr@macalester.edu
- HR website
- Feedback training
- Performance management training
- SMART Goals
- Ratings Descriptions

