Performance Management: Supervisor Overview

What is Performance Management?

- Performance management is an ongoing process of communication between a supervisor and employee, focused on helping the employee achieve his or her best workplace results.
- It requires thoughtful planning, ongoing communication and commitment to follow through.

Why is it Important?

- Establishes clear expectations and individual accountability
- Improves communication
- Encourages productive relationships
- Produces a more efficient and effective high performance culture
- Fosters collaborative work environment which enables us to retain highly valued workforce
- Allows for growth opportunities for employees, managers and the department

Agenda

- Performance management – what is it?, goals and why it’s important
- Characteristics of an effective system
- Responsibilities of supervisor and employee
- Performance planning
- Coaching and feedback
- Performance review
- Resources

Mission of Performance Management

- Create a knowledgeable, results-oriented and motivated staff
- Desire for personal and university excellence
- High performance culture
- Strive to provide clear performance objectives
- Provide ongoing coaching, professional development and recognition for outstanding work

Characteristics of an Effective System

- Shared responsibility between supervisor and employee
- Clarifies and aligns clear, measurable performance objectives
- Includes feedback and coaching
- Identifies training and professional development needs
- Measures and documents performance
- Provides input for human resource decisions
  - Examples: compensation, recognition, etc.
## Responsibilities

<table>
<thead>
<tr>
<th>Supervisor</th>
<th>Employee</th>
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<tbody>
<tr>
<td>Set clear, attainable expectations in line with university values</td>
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<td>Provide ongoing feedback</td>
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<tr>
<td>Coaching/Mentoring</td>
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<td>Document performance</td>
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<td>A: Annual performance review</td>
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<td>&quot;Check-in&quot; sessions (minimum of 1 per review cycle &amp; outside the annual review)</td>
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<td>Thoroughly understand:</td>
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<td>- Expectations of position</td>
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<td>- University core values</td>
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<td>- How individual goals relate to university and department goals</td>
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<td>Provide input on objectives, goals and areas of focus</td>
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<td>Communicate needs for success</td>
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<td>Be accountable for personal performance</td>
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## Performance Planning

- Occurs at the beginning of a review period or when performance expectations change
- Should take place during the performance review (July)
- Supervisor and employee discuss:
  - Performance objectives (at least 3)
  - University values
  - Professional development goals
- Clear communication is key to developing a relationship that will facilitate the performance management process

## Performance Objectives

**SMART Objectives**

- Goal: short, clear statements of what needs to be accomplished and should have a beginning and an end.
- S: Specific
- M: Measurable
- A: Action-oriented
- R: Realistic
- T: Time bound

**Handout: SMART Goals**

- One Ohio State University
- Students First
- Faculty and Staff Talent and Culture
- Outreach and Collaboration
- Operation and Financial Soundness and Simplicity
- Research Prominence

**Handout: The Ohio State University Strategic Goals**

## University Values

- University Values:
  - Excellence
  - Collaborating as One University
  - Acting with Integrity and Personal Accountability
  - Openness and Trust
  - Diversity in People and Ideas
  - Change and Innovation
  - Simplicity in our Work
- Identify each value's connection to the performance objective

**Handout: The Ohio State University Values**

## Professional Development Goals

- Write an action plan for 3 goals assigned:
  - 1 goal relating to a strong university value to leverage
    - What value does the employee already excel in?
    - How can this be used as an asset to the organization?
  - 1 goal to develop a university value
    - Pick a value that is either undeveloped or needs improvement
    - Create a goal to help further develop this value to strengthen their effectiveness
  - 1 goal in obtaining a new skill, increasing knowledge, etc.
    - Identify training or mentor opportunities for the employee

## Coaching

### What is it?

- Conversation focused on giving and receiving feedback relating to:
  - Progress on meeting performance objectives
  - Performing and acting in ways that exemplify the university values
  - Steps taken to achieve professional development goals

### What should it cover?

- Coaching should be ongoing throughout the review period
- At minimum, should occur at scheduled check-ins twice per year
- Check-in should document:
  - Date & time of coaching session
  - Conversation summary
  - Action steps & progress
Feedback

- Appreciative or constructive information about observed behaviors
- Helps others become aware of how their actions and feelings impact others
- Effective method of motivating and rewarding staff
- Important to let employees/team know they are appreciated and valued
- The best feedback is:
  - Timely
  - Honest
  - Useful

Handout: The Gift (Tips for Effective Feedback), The Conversation

Performance Review

- At the end of the annual review period
- Two-way conversations and written documentation focused on employee performance
- Documented in preparation for the Annual Merit compensation Process (ANCF)
- Review forms must be discussed and signed by the supervisor and employee
- Performance rating:
  - Exceeds
  - Meets
  - Does Not Meet

Handout: Personalized Performance Plan Job Aid

Performance Review

- For FY11 performance review, use the old tool to document past performance.
- When planning for FY12, use the new performance management tool outlined in this presentation.
- Continue to use this new tool for:
  - Future performance reviews
  - Future performance planning
  - Check-in coaching/feedback sessions

Important Dates

- July 2011
  - Set goals for FY12
  - Schedule at least 2 documented check-in coaching/feedback sessions
- November 2011 (approximately)
  - Coaching session #1
- March 2012 (approximately)
  - Coaching session #2
- June 2012 *Review period will move up one month to correspond to semester conversion
  - Performance Review
  - Performance Planning for FY13

Resources

- Performance Management Policy 5.25
  hr.osu.edu/policy/policy525.pdf
- Personalized Performance Plan Job Aid
  hr.osu.edu/policy/resources/erfmgtsjobaid.pdf
- OSU Values
  osu.edu/eminence/values
- Aligning Behaviors
  osu.edu/eminence/assets/files/aligning_behaviors.pdf