

# Performance Management



**JULY 2011**



# Agenda



- Overview of performance management
- Characteristics of an effective performance management system
- Responsibilities of supervisor and employee
- Performance planning
- Coaching and feedback
- Performance review
- Resources

# 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.

# Goals of Performance Management



- Creating knowledgeable, results-oriented and motivated staff
- Encouraging personal and university excellence
- Creating a high performance culture
- Establishing clear performance objectives
- Providing ongoing coaching, professional development and recognition for outstanding work

# Importance of Performance Management



- 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

# Characteristics of Effective Performance Mgt



- Shared responsibility between supervisor and employee
- Establishes 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



## Supervisor

- Set clear, attainable expectations in line with university values
- Provide ongoing feedback
- Coaching/Mentoring
- Document performance
  - Annual performance review
  - “Check-in” sessions (minimum of 2 per review cycle & outside the annual review)

## Employee

- Thoroughly understand:
  - Expectations of position
  - University core values
  - How individuals goals relate to university and department goals
- Provide input on objectives, goals and areas of focus
- Communicate needs for success
- Be accountable for personal performance

# 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

Handout: Personalized Performance Plan



# Performance Objectives

## OSU Strategic 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

## 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

# 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: Our Values and Aligning Behaviors

# 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 & Feedback



## What is it?

- Conversation based on trust and respect
- Focused on giving/receiving feedback related to:
  - Progress on meeting performance objectives
  - Performing and acting in ways that exemplify the university values
  - Steps taken to achieve professional development goals

## When should it occur?

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

# Coaching & 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
- 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 (AMCP)
- 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

# Performance Review vs. Performance Mgt



## Performance Review

- Evaluation focused
- Annual event
- Forms designed to evaluate performance
- Feedback occurs primarily in the review discussion

## Performance Management

- Focus on employee development & aligning behaviors to OSU values and strategic goals
- On-going process
- Forms designed to evaluate performance and plan for employee development
- Feedback occurs frequently



# 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](http://hr.osu.edu/policy/policy525.pdf)
- Contact Info:
  - ORBO HR
    - ✦ Stacie Brewer, HR Manager: 247-1583 or [brewer.232@osu.edu](mailto:brewer.232@osu.edu)
    - ✦ Brooke Heslep, HR Associate: 247-2584 or [heslep.3@osu.edu](mailto:heslep.3@osu.edu)
  - Department HRP