

Performance Management Training

STAFF SENATE

NOVEMBER 3, 2015

Background

- **Historically, annual reviews were not completed for all staff**
- **Spring 2015, introduced merit-based pay tied to performance reviews for staff**
 - Review on file w/HR required to be eligible for increase
 - Merit allocated based on Staff Senate recommendation (COLA plus Merit formula)
- **Received range of feedback--key themes**
 - Appreciation
 - Process/Methodology
 - Communication
 - Training/Accountability

Staff feedback themes...

▪ **Appreciation**

- *“Finally, performance matters.”*
- *“Across the board increases are terrible, thank goodness we are recognizing people who do more.”*

▪ **Process/Methodology**

- *“Process is too subjective.”*
- *“Pay increases and reviews should not be connected...puts too much pressure on supervisors.”*
- *“Such a small increase, not worth the effort.”*

▪ **Communication**

- *“No one communicated that performance reviews were required.”*
- *“I was not aware my rating would impact my increase.”*

▪ **Training/Accountability**

- *“My supervisor does not rate fairly.”*
- *“Are supervisors **required** to attend training?”*
- *“I pretty much write my own review.”*

Staff feedback themes...



Performance Management Training

Human Resources in partnership with the Delphi Center has developed a Performance Management Training

- ***'Performance Takes Flight'***

- *Program for all employees who conduct performance evaluations for staff*
- *Pilot in November/December with Student Affairs*
- *Rollout in January – March*
- *3 hour sessions (will include focus group segment on what's working and opportunities to improve the performance management process)*
- *Performance Review clinics*

Performance Management Training

'Performance Takes Flight'

- *Foundation for Performance Management and the creation of **Performance Managers***
- ***Initial** step in shaping organizational culture-- from one where performance evaluations are viewed as a “once a year” event, to one where performance evaluations are recognized as a tool to drive day-to-day excellence*

Performance Management Training

'Performance Takes Flight'

Performance Managers – individuals committed to maximizing the contributions of every employee

- Consistently ensure their teams are working toward the University/department's goals and objectives
- Confident they are being fair and consistent in evaluating staff
- Use data and observations as basis for evaluations
- Create an environment for growth and skills development

Performance Management Training

'Performance Takes Flight'

By the end of the session, each participant will be able

- *Set* goals & performance standards that drive excellence
- Explain the importance of clear goals/standards and the importance of regular performance feedback
- Coach employees throughout the year on successful performance and opportunities for improvements
- Conduct an effective and successful performance appraisal meeting

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Out of Scope

- *Merit allocation process*
- *Performance Review form redesign*
- *Faculty review process*

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What we need from you...

Set Expectations

- Set the expectation that any employee who conducts a performance review will attend training

Participate

- Register and attend a session

Communicate

- Help create positive “buzz” within the organization about performance management
- Discuss with your staff leading up to and throughout the training period
- Push information down into your units

QUESTIONS

