Performance Management

Human Resources & Affirmative Action
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Agenda

• Performance Management
• Benefits of Effective Performance Management
• Expectations & Goals
• Assessing Performance
• Provide and Receive Feedback
• Develop and Act on a Plan
Performance Management Cycle

- Review (Feedback)
- Expectations & Goals (Create or Clarify)
- Assess (Monitor/Track)
- Performance (Act)

Benefits of Effective Performance Management

**Leadership Benefits**
- Improves performance
- Meet or exceed University goals
- Employee engagement
- Retention of staff
- Decreases costs

**Staff Benefits**
- Clear expectations
- Wiser decisions
- Perform better
- Feel more confident about contributions
- Growth, development, and potential advancement
- Employee engagement
Expectations & Goals

Expectations
• Created by the manager
• Specific tasks or duties shaped by the position description
• Help staff determine how they can meet these expectations

Goals
• Created by manager and staff member
• Targets for an employee to strive for
• Provide a range of performance levels (not met, met, exceeded)

SMART Goals

Specific
• Clearly state what is to be accomplished
• Specific action verbs
• Indicate how goal will be achieved

Measurable
• Metrics to identify if and when goal is achieved
• Measurement tool examples: Time; Quality; Budget

Achievable
• Challenging yet attainable and within the role’s control and responsibility

Relevant
• Alignment with the university and department needs
• Experience, skills, and abilities of role

Time Based
• Accomplish the goal within a defined period of time
Assessing Performance

Monitor/Track: Tracking measures and frequency

Share Results: Mutually discuss

Feedback/Review

**Informal Feedback**
- Occurs spontaneously when a discussion is needed
- Addresses a specific performance outcome/behavior—what went right or wrong and what to do differently

**Formal Feedback**
- Occurs in a formal private meeting (infrequent)
- Covers work conducted over time: multiple performance events and discuss goals
**Feedback Tips**

**Leadership**
- Timely
- Specific and behavior based
- Corrective (negative) and reinforcing (positive)
- Give the ‘Why’
- Keep your emotions in check

**Staff Member**
- Listen
- Don’t blame or make excuses
- Open mind
- Think about what you control

**Feedback Examples**

- **Example 1:**
  - You overhear a staff member helping a student who came in crying, your staff member did an excellent job listening to the student and giving the student next steps to resolve their issue.

- **Example 2:**
  - A staff member is helping a student and you hear the staff member being gruff, interrupting, and telling the student that the staff member cannot assist them.
Developing and Acting on a Plan
(Part of Feedback/Review)

Develop a Plan

- Identify if barriers to performance exist
- Discuss how to remove barriers
- Determine when the next check-in/feedback discussion will be
- Discuss a timeline for improvement (if applicable)
- Agree

Act

- Staff member:
  - Act on what was agreed upon
  - Ask questions anytime for clarification
- Leader:
  - Remove barriers agreed upon
  - Check-in with the staff member
  - Clarify expectations and solicit questions

Performance Management Cycle

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- Review (Feedback)
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Additional Questions

References:
Society of Human Resource Management
Development Dimensions International