



PennState
Human Resources

Penn State Performance Management: Preparing for your End-of-Year Review

Presenter: Stephanie Flanagan

slm114@psu.edu

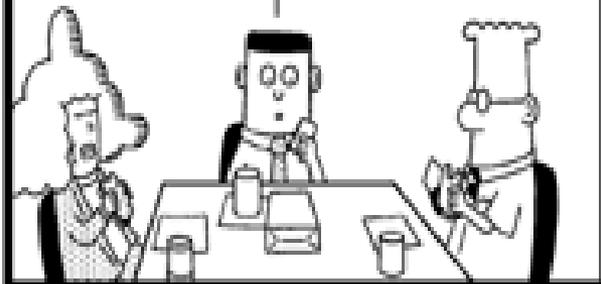


Today's session will help you to:

- Understand your role and responsibilities related to the last step of Penn State's performance management process— the End-of-Year Review
- Prepare for and participate in the review meeting
- Utilize Workday to document your performance
- Identify opportunities for your future growth and development

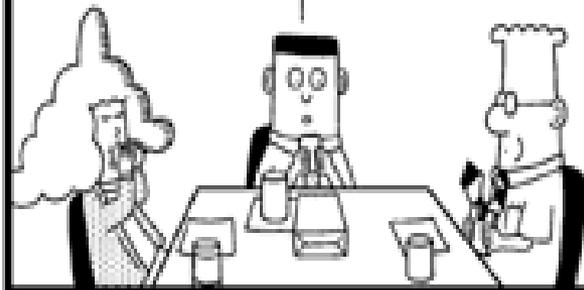


I GOT A
TEXT
MESSAGE
FROM OUR
BOSS.



www.dilbert.com scottadams@aol.com

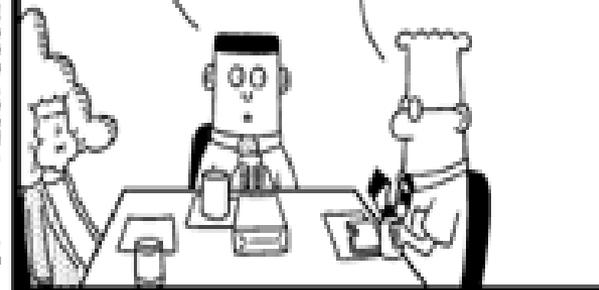
"KEEP UP
WRK"



5-31-07 © 2007 Scott Adams, Inc./Dist. by UFS, Inc.

WHAT
DOES
THAT
MEAN?

YOU JUST
GOT YOUR
ANNUAL
PERFORMANCE
REVIEW.



Q: What is Performance Management?

A: The process of **setting expectations, aligning goals, assessing results, and focusing on staff development** through ongoing conversations between managers and their direct report(s).

<p>Setting Expectations</p>	<p>Goals and Objectives</p>	<p>Goal Alignment</p>
<p>The process of discussing what is expected from an employee in terms of job roles and responsibilities</p>	<p>Desired results each employee aims to achieve, determined based on conversations between managers and employees</p>	<p>Process of ensuring individual goals support the achievement of department goals and department goals support the achievement of University goals</p>
<p>Assessment</p>	<p>Performance Calibration</p>	<p>Feedback and Development</p>
<p>Review of role, goals, and competencies and the determination of the level of successful achievement</p>	<p>Process in which supervisors at the same level in an organization discuss staff performance ratings and outcomes to ensure ratings and development messages are applied consistently across the University</p>	<p>Focus of the conversations between supervisors and employees in determining strengths, opportunities for improvement, and how to grow and develop</p>

Performance management is not just a once-a-year conversation. It impacts staff over their entire career at Penn State.

**Penn State Performance Management Cycle: April 1, 2017- March 31, 2018
(End-of-Year Activities: April & May 2018)**

STEP ONE: Setting Goals & Expectations (Use PDF Form)	STEP TWO: Mid-Year Check In (Use PDF Form)	STEP THREE: End-of-Year Review (Use Workday)
<p>Ongoing Conversations between staff members and their managers throughout the year; Goal setting document available to track progress and record conversation highlights</p>		
<ul style="list-style-type: none"> Staff member meets with manager to discuss expectations and set 2-5 goals for the 2017-18 performance management cycle Staff member captures the agreed upon goals in the goal setting worksheet Staff member updates Job Responsibility Worksheet in online tool (if necessary); manager reviews and approves in online tool <p>LEADERS</p> <ul style="list-style-type: none"> HRSP's provide leadership teams with performance results for the previous year Leadership teams meet to discuss ratings and agree on norms; norms are shared with staff members during the goal setting process 	<ul style="list-style-type: none"> Review goals and progress (make adjustments as needed) Check-in re: expectations and acknowledgement of successes and challenges Notes of check-in meetings can be captured in a variety of ways or in the check-in worksheet 	<p>PREPARATION:</p> <ul style="list-style-type: none"> Staff member completes self-evaluation in Workday Optional: In Workday, staff member or manager obtains feedback from dotted-line manager (if applicable); Outside of Workday, obtain feedback from others (e.g., peers, customers, etc.) Manager reviews and summarizes performance feedback for staff member in Workday Peer managers conduct ratings calibration meetings (two levels ideal) <p>DELIVERY:</p> <ul style="list-style-type: none"> Staff member meets with manager to discuss end-of-year review and receive an overall rating of their performance; acknowledgement of meeting occurs in Workday Staff member and manager begin to discuss next year's goals and development opportunities
<p>Recommended Timing: June 1 –August 31, 2017</p>	<p>Recommended Timing: November 1- December 31, 2017</p>	<p>Recommended Timing: April 1- May 15, 2018</p>

Penn State Performance Management Program Components

CONTENT AREA	FOCUS	EXAMPLES
<p>Annual Goals “What is Done”</p>	<p>“What do we need to accomplish this year in order to support my department’s goals?”</p>	<p>Transition budget records from old to new tracking system by March 1, 2018.</p>
<p>Competencies & Behaviors “What and How it is done”</p>	<p>“What specific competencies and behaviors will help me accomplish my job responsibilities and achieve my goals for this year?”</p>	<p>Communication:</p>
<p>Values & Compliance* “How it is done”</p>	<p>“I have read and I understand the PSU Values and my obligations under AD88: Code of Responsible Conduct.” AND</p> <p>“I understand my compliance obligations and have completed the associated required compliance training(s) for my position.”</p>	<p>Completion of Reporting Child Abuse Training; Clery Act Training; Safety Training, etc.</p>

Feedback Checklist

Feedback for You as a Staff Member

- How often do you ask for feedback?
- Do you ever get defensive?
- Do you ask for more detail?
- Are conversations thorough?
- Do you ensure that expectations are clear?
- Do you set goals for improvement?
- Do you follow up to get additional feedback on progress?

A few good ideas....

- Ask for feedback ON-GOING throughout the year—formally and informally
- Ask with intention
- No surprises- especially during the End-of-Year Review

Questions to Consider Prior to Writing your Self-Appraisal

Goal=Be Specific, not “Fuzzy.”

- What have you accomplished this year? Are you meeting the goals that were agreed upon?
- Consider each core competency; How did you utilize each competency/behavior in their work?
- What are you doing that is highly effective? Is there anything getting in your way of success? If so, what?
- Overall, have you been successful during the 2017-18 performance management cycle? Why or why not? If not, why— and what can you do to change this?

Fuzzy vs. Specific

1. Fuzzy: I do a great job running meetings

Specific: I've heard from many people on our team that they appreciate the way I facilitate meetings. I identify the areas in which we have conflict, I summarize the points before we move on, and I help to maintain a positive environment for everyone to share and be heard.

2. Fuzzy: I could improve on my communication skills

Specific: When I send out my monthly Marketing plan updates/next steps, I still tend to be too wordy and vague regarding next steps, which I've heard leaves others confused with what they are being asked to do and being held accountable for.

Ratings Scale

The three-rating scale is simple to communicate and allows for honest communication of employee effectiveness while maintaining flexibility to differentiate performance.

PERFORMANCE RATINGS FOR INDIVIDUAL COMPONENTS

Rating	Description	Illustrative Example
Successful	Demonstrates the appropriate level of knowledge and/or skills. Performs effectively and consistently. Achieves goal targets	Sets goal to cut department expenses by 10%, cuts by 8-12%
Exceptional	Demonstrates and applies exceptional level of knowledge and skills. Consistently excels. Significant achievement relative to goals	Sets goal to cut department expenses by 10%, cuts by over 12%
Needs Improvement	Demonstrates a lack of knowledge and/or skills. Does not perform consistently. Does not achieve goals	Sets goal to cut department expenses by 10%, cuts by less than 8%

PERFORMANCE RATINGS FOR OVERALL EVALUATION

Rating	Description	Illustrative Example
Successful Contributor	Consistently proficient in individual evaluation components; may be strong in several areas. Meets goals and job requirements; consistently demonstrates competencies & behaviors	Viewed as “Successful” on most goals, job responsibilities, competencies & behaviors; may be “Exceptional” in several areas; may receive a few “Needs Improvement” ratings on individual goals/behaviors
Exceptional Contributor	Consistently strong in the majority, if not all, individual evaluation components. Exceeds goals and job requirements; goes above and beyond to demonstrate behaviors	Viewed as “Exceptional” on almost, if not all, goals, behaviors, and job responsibilities; “Successful” in remaining program components
Needs Improvement	Needs improvement in most individual evaluation components. Does not meet goals and fails to satisfy job requirements; does not demonstrate competencies & behaviors	Receives a “Needs Improvement” on a majority of goals, job responsibilities, competencies & behaviors; may be “Successful” in a few areas

Complete Overall Rating Portion of the Form

- Successful Contributor
- Exceptional Contributor
- Needs Improvement



Is it realistic that everyone receives an “Exceptional Contributor” rating?

End-of-Year Review Checklist and Utilizing Workday

1. Review Checklist
2. View brief tutorial for employees

Online

Module: <https://psu.csod.com/samldefault.aspx?returnurl=%252fDeepLink%252fProcessRedirect.aspx%253fmodule%253dlodetails%2526lo%253dbe17e2d4-f48f-4990-94dc-6e77b4de98f7>

Step 3: End-of-Year Review

Immediate Next Steps

Please refer to exact timeline given to you by your HR Team:

- Complete your self-appraisal in a timely manner and submit it to your supervisor
(Note: For the 2017-18 cycle this includes entering goals)
- Optional: Solicit feedback from a dotted line manager (in Workday) or others (outside of Workday) regarding your performance
- Schedule time to meet with your manager for your End-of-Year Review
- Acknowledge in Workday that the end-of-year review conversation occurred and that the overall rating was shared with you. Enter any last comments you may have before submitting.

Remember....

- The End-of-Year Review conversation should be a brief summary of what was— and then move into a future-based conversation regarding next year’s goals and opportunities for growth and development.
- Feel free to ask for feedback from others who would be able to offer comprehensive and helpful information from their interactions with you.
- Complete a robust self-appraisal for your manager to use as a data source!



One More Thing: Your Development

As your manager it is important that s/he:

1. Supports your growth and development, regardless of role
2. Is aware of your strengths/developmental areas/career goals
3. Utilizes the 70-20-10 approach for employee development

<http://theeconomyofmeaning.com/2012/09/03/never-trust-neat-percentages-70-20-10-rule/>

Check out the Career Development plan that you can use to bridge short-term performance management goals to your career goals!

Effective Performance Management Helps Us to:

- **Target critical talent** for development and retention
- **Execute strategy** by prioritizing and aligning goals and objectives
- **Improve performance** of groups and individuals
- **Make better pay decisions** based on performance and desired results
- **Identify top performers** to develop a succession plan

Q&A

What other information do you need to prepare for the End-of-Year Review conversations?

Questions/concerns?

Wishing you productive and supportive End-of Year Review Conversations with your manager!