

Performance Development

Summer Management Series

June 2014

Establish Expectations

- How are expectations defined?
- Throughout the employment relationship:
 - Hiring process; advertisement and interviewing
 - On-boarding
 - Regular meetings
 - Annual performance evaluation
 - Continuous cycle of improvement and development

Performance Development

- Why performance development, rather than performance evaluation, assessment, management?
 - Emphasis on communication
 - Emphasis on participation
 - Emphasis on investment
 - Emphasis on improvement

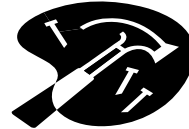


Common Errors

- Halo-Horn effect – single good or bad rating influences other ratings, also same or different from reviewer
- Central tendency – tendency to rate average, most frequent and serious error
- Leniency – too loose in rating
- Recency – influenced by most recent occurrence
- Status effect – rating higher level jobs higher than other jobs

Williams new process

- http://hr.williams.edu/files/2014/06/performance_development_process1.jpg
- Competency based model: what's common to most jobs? <http://hr.williams.edu/staff-development/perf-dev/perf-dev-competencies/>
- New forms:
 - Self-evaluation
 - Evaluation form
 - Short evaluation form



Goal setting

What is a goal?

- A purpose towards which an objective is directed (Webster)
- Goal setting and planning promotes long-term vision and short-term motivation.
- It focuses intention, desire, acquisition of knowledge, and helps to organize resources.
- By setting clearly defined goals, one can subsequently measure and take pride in the achievement of those goals.
- Achieving complex and difficult goals requires focus, attention to detail, and total commitment.

Goal Setting

- Agreed upon by supervisor and employee
- Must be developed within the context of the department and the job
- An objective is a specific step, a milestone, which enables you to accomplish a goal. Knowledge of yourself and your unit is a vital starting point in setting objectives.

SMART Goals

- Specific
 - Measurable
 - Achievable
 - Results-focused
 - Time Bound



Benefits of Performance Development

- Fosters a culture of continuous improvement
- Develops a relationship built on open communication and empowerment
- Results in improved productivity based on greater awareness of and participation in departmental and unit goals
- Allows for identification, documentation and acknowledgement of potential for growth and need for improvement

Case Study

Martin is a key player in the department. He has been with the college since 2001. He started as a lab tech in Chemistry and is now managing all the labs, including five lab techs. His work with students is first-rate. They look to him for help with their experiments. He has solid rapport with the faculty in the department and they too look to him for his expertise and knowledge of the labs.

Recently he has begun to seem off his game. He is coming to work late even in a department that doesn't have structured schedules. He is gruff when approached and looks disheveled. Students are beginning to shy away from him. You received a complaint yesterday from a faculty member on his lack of attention in setting up an experiment.

HR has reminded you that it time to do the departments evaluations. How are you going to have this conversation with Martin? Should you include this recent change in the evaluation? If so, how?

Case Study

It is December and Lois is getting ready to begin the annual performance process for her staff. The staff in her unit is strong. They work as a team, participate in decision-making, and are committed to the goals of the department.

Eloise is especially solid. She rises to every challenge and continuously seeks new opportunities for learning. She is the vice-chair of her professional association. The rest of the department looks to her often for guidance and support. She is a strategic thinker and yet meticulous in the day-to-day.

As you think about goals for the coming year you know that Eloise is becoming restless after five years and is looking for new challenges. There are opportunities for future growth within the department, but they are a couple of years off and dependent upon new staffing which has yet to be approved.

How can Lois send the message to Eloise that she is valued and that there are opportunities for growth.