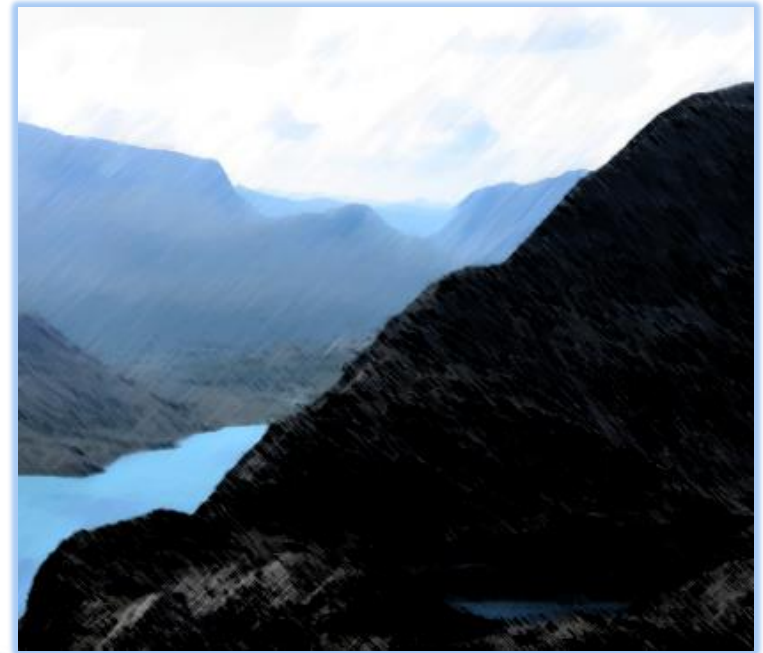


Performance Management for Managers 2015

Facilitated by:
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HR Business Partner
HR Compensation Specialist



New This Year . . .

Pay-for-Performance

It rewards the best performers with higher pay increases, creating an organizational culture that emphasizes performance.

Objectives

- **Pay-for-performance emphasis**
- **Flexibility to differentiate pay increases**



Performance Ratings and Salary Increase Guidelines

- A written Performance Appraisal must be completed on or before **Friday, May 29, 2015** and turned in to Human Resources to support any salary increase (merit or across-the-board) awarded.
- All merit based salary increases will be based upon performance documented in the above referenced Performance Appraisal
- The merit based salary increase range is zero to 3.0 percent.
- Employees rated as “Does Not Meet” shall not be eligible for a salary increase (merit or across-the-board).
- In no event may the aggregate budgeted figure of 2.0 percent be exceeded by the Department or Business Unit.

What Matters?



- **Help the employee understand:**
 - Performance expectations
 - Their role in the department
 - Their department's role in the UMMS mission
 - UMMS's evolving culture: toward pay-for-performance

Recognize strengths and accomplishments

Identify problems, guide progress

Align individual employee, team, and organizational performance with the employee's merit increase

- **Continuous ongoing performance conversations**

What Else Matters?

Regular, ongoing, constructive feedback:

- Celebrate small and large successes
- Raise areas for improvement
- No surprises
- 2-way
- Be specific and transparent
- Fair and consistent



Resources

Learning & Development Web Page

- **Managers: Instructor-Led Workshops**
- **Employees: Self-Paced Webinar**
- **Performance Appraisal Forms**
- **Merit increase guideline and samples**
- **Articles**
- **Books**

Your HR Business Partner

employeerelations2@umassmed.edu

The Process

Gather Data

***Write Draft
Review***

***Talk
With
Employee***

***Agree on
New Goals***

***Complete
Review***

The Process with Tools

Gather Data

- *UMMS Strategic Plan*
- *Department Objectives*
- *Employee Goals*
- *Employee Development Plan*
- *Job Description*
- *Perf. Review*
- *Self-Appraisal*

Write Draft Review

- *Perf. Review Form*
Performance Ratings
 - *Outstanding Exceeds*
 - *Meets/Exceeds Some*
 - *Mostly Meets/Needs Some Improvement*
 - *Needs Improvement*
 - *Does Not Meet*

Talk With Employee

- *Perf. Review Form*

Agree on New Goals

- *Perf. Review Form*

Complete Review

- *Perf. Review Form*
- *Merit Planning Spreadsheet with Merit Increase(s)*

The Process, Tools and Team

Gather Data

- *UMMS Strategic Plan*
- *Department Objectives*
- *Employee Goals*
- *Employee Development Plan*
- *Job Description*
- *Perf. Review*
- *Self-Appraisal*

- *You*
- *Employee*
- *Coworkers*
- *Customers*

Write Draft Review

- *Perf. Review Form*
- *Performance Ratings*
 - *Outstanding Exceeds*
 - *Meets/Exceeds Some*
 - *Mostly Meets/Needs Some Improvement*
 - *Needs Improvement*
 - *Does Not Meet*

- *You*
- *Department Senior Manager*
- *HR Business Partner*

Talk With Employee

- *Perf. Review Form*

- *You*
- *Employee*

Agree on New Goals

- *Perf. Review Form*

- *You*
- *Employee*

Complete Review

- *Perf. Review*
- *Merit Planning Spreadsheet with Merit Increase(s)*

- *You*
- *HR Compensation*

More About Gathering Data

- **Gain employee input**
 - Self-appraisal: get employee's input on performance against expectations
 - Pose a few questions and ask for a narrative response
- **Consider informal "360"**
 - Paraphrase as feedback
 - Use as contributing source (not sole source)
 - Be careful of "outliers"
- **Validate Input By:**
 - Seek information, listen, and clarify
 - Verify with specific examples
 - Own input you intend to use as feedback

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This Matters - So Let's Discuss . . .

- **What sources (not yet mentioned) might also help?**
 - **How might you incorporate them?**
- **What can wrong at this stage?**
 - **How do you prevent, identify and respond?**



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More About Writing Your Draft

- **Think About It**
 - Were expectations clear?
 - What changes may have prevented or enhanced their ability to meet expectations?
 - What behaviors and outcomes helped or hindered success?
- **Streamline**
 - Keep performance data throughout the year
 - Match comments to rating
 - Use short meaningful statements, and specific examples
 - Focus on work impact and job description (not personality traits)
- **Check Your Work**
 - Did you use the correct form?
 - Are your main points clear?
 - Are your statements accurate and appropriate: do they support improvement?
 - Did you spell check?

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Ratings



Rating Tips

Do This:

- Make objective statements
- Consider the whole year's performance
- Maintain ongoing communication
- Listen for employee feedback

Avoid This:

- Inaccurate record keeping
- Lack of goals/milestones
- Legal peril, via inflated ratings
- Comments on age, race, sex, religion, national origin, veteran status, or a specific disability

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This Matters - So Let's Practice . . .

- **Why is rating someone else is so difficult?**
 - **What are some tempting mistakes?**
- **What was the most difficult feedback you had to give?**
 - **How did you handle it?**



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More About Talking With Your Employee

- **What is It?**
 - A conversation with your employee before you finalize your review form
- **How Do I Do It?**
 - Schedule uninterrupted time to meet one on one
 - Consider providing written draft ahead of time, so employee can review it prior to your meeting
 - When making statements, support with concrete, specific examples
 - Explain the draft is a fluid document and listen carefully to employee's perspective and reaction to your ratings
 - Incorporate feedback from HR supporting clarity and appropriateness, especially for lower ratings

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... Tell the Whole Story, to Impact

Behavior	Whole Story	Impact
You are inflexible.	In working with partners, you often present just one approach to a problem, without considering other options.	This limits your potential for problem-solving.
You are not a team player.	In working on teams, you sometimes show concern for just your own work, instead of the group's overall workflow.	This limits your effectiveness and can create extra work for colleagues.
You are always late.	You have a pattern of arriving for work after the standard starting time.	This creates extra pressure in completing your work, and can create extra work for colleagues.
Your work quality is poor.	You have a pattern of making mistakes.	This limits your effectiveness, slows down productivity, and creates quality issues for costly issues for (customers).

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. . . Ask Open-Ended Questions

- What do you think?
- Tell me more about...
- Help me understand...
- When you say (X), what do you mean?
- Are there any areas that need clarification?

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. . . Wrap It Up

- **Clarify Communication Points**
 - Focus on processes, outcomes, and observable behaviors, not personality traits
 - What do you want them to remember?
- **Restate areas of agreement and disagreement**
- **Recap pay-for-performance, and it impacts their merit increase**
- **End with clarity about next steps and what the employee can expect to see in the written review**

“I’m going to finalize your review, summarizing my assessment which is based on the input that we discussed, including your comments.”

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This Matters - So Let's Practice . . .

- **What can go well at this stage?**
 - **How do you facilitate that?**
- **What can wrong at this stage?**
 - **How do you prevent, identify and respond?**



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More About Agreeing on New Goals

- A goal specifies the work to be done and creates a clear picture of what success will look like, assuring alignment with:
 - Role
 - Program, Project
 - Department, SBU, UMMS
- Your Leadership
 - Understand, translate, align, write, monitor
- SMART Goals
 - Specific
 - Measurable
 - Achievable
 - Relevant and Realistic
 - Time Bound

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More About Agreeing on New Goals

- **Four Types of Objectives**
 - **INNOVATIVE:** Activities never done before
 - **PROBLEM SOLVING:** Removal of an obstacle or modification of procedures for efficiency
 - **ROUTINE:** Ongoing functions and maintenance types of activities
 - **PERSONAL INVOLVEMENT:** Intended to increase skills and value to the organization
- **Three Easy Indicators**
 - **VOLUME:** Simple measures of work output, or services rendered
 - **TIME:** Indicators of time requirements for the work/objective
 - **OBSERVATION:** Indicators that the work is on target

HOW ARE THESE?

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More About Completing the Review

- Last review to assure
 - Are the ratings correct?
 - Are your examples specific, illustrative, appropriate?
 - Are your “Do more of/Do less of” statements clear and helpful?
 - Are goals correctly defined?
- Complete the form
 - Ask your employee to sign the form
 - Sign the form
 - Ask your supervisor to sign the form
 - Send the form to HR:
 - Hardcopies to HR Service Center at 333 South Street, Shrewsbury MA
 - Scanned copies to the Outlook inbox: [UMMS Performance Review](#).

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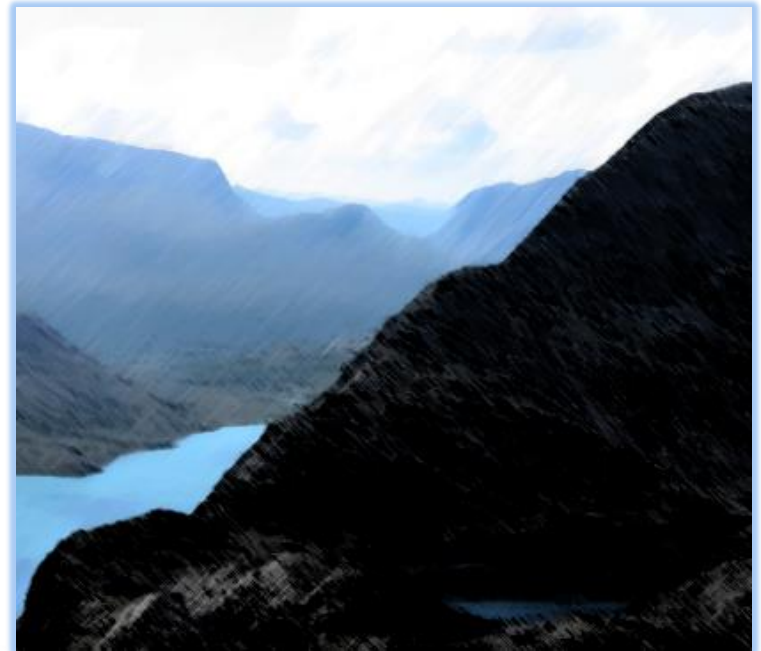
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Tie Performance to Merit Increase

- Be prepared to describe pay-for-performance
- Translate performance to merit increase

Performance Management for Managers 2015



Thank you for participating!

If you have questions, please follow up with your
Human Resources Business Partner.