Performance Management Workgroup Report

Executive Summary

The Performance Management Workgroup was charged with the following: (1) review existing UWSA policies and guidelines; (2) provide insight into what works and what doesn’t work in the current performance evaluation process; and (3) develop recommendations for a desired future state from both staff and supervisor perspectives.

After several months of meetings, research and discussion, the workgroup developed the following recommendations:

1. **Adopt a holistic Performance Management Philosophy & Process**
   a. Performance managed in a comprehensive way
   b. Coaching, constructive performance feedback are ongoing
   c. Performance is measured against SMART goals
   d. Formal mid-cycle review

2. **Rating Instrument**
   a. Revise rating scale from 5 ratings reduced to 3 ratings
   b. Develop consistent evaluation standards
   c. Consolidate evaluation tools

3. **Strengthen employee and management competency**
   a. Training, education, career and professional development
   b. Topics: performance conversations, coaching and constructive feedback
   c. SMART goal setting, accountability and formal check-ins

4. **Organizational goals and objectives aligned**
   a. Cascaded down to division / department
   b. Employee goals and performance expectations aligned with organization, division and department goals

5. **Go Paperless – implement e-performance HRS module (or another alternative)**
   a. Eliminate paper processes
   b. Electronic signatures and tracking

6. **Define UWSA Core Values**

7. **Consider alternative performance review cycle (from fiscal to calendar year)**

Additional details are provided in the comprehensive Performance Management Workgroup Report including a tentative timeline for implementation (this will need to be revised). A communication and change management plan will be developed with the approval of these recommendations. In addition, the content for the UW-LEaD Professional Development Series pilot for People Managers and Organizational Contributors included topics recommended by the Performance Management Workgroup.
Shifting the Focus
Performance Appraisal to Performance Management

**Performance Appraisal**
- Annual event, static
- Retrospective
- Individual Development Plan
- Formal documentation

**Performance Management**
- Continuous feedback
- Reflective and prospective
- Coaching and goal adjustment
- Planning, SMART goal setting

**Annual Performance Appraisals**
- Review goals and performance standards with employee
- Formalize feedback to employee on his or her work performance
- Identify training or development needed to improve performance; and
to prepare for anticipated changes in the unit
- Increase or maintain expected levels of productivity

**Holistic Performance Management**
- Accomplishes goals of organization
- Strengthens communication/ collaboration across the institution
- Deepens employee engagement, retention & creates sense of accomplishment
- Clarifies performance expectations
- Offers discussion of learning and professional development opportunities
Performance Management Cycle
A Proposed Framework for Managing Performance

Step 1: Collaborative planning, goal setting, alignment

Step 2: Interim or mid-cycle review of employee progress toward goals

Step 3: Annual Performance Conversation

Step 4: Review of PM Process Results

Step 5: Continuous Quality Improvement Review and feedback of the process.

Ongoing coaching, feedback and development

Best Practices in Performance Management
Society for Human Resources Management (2017); Success Factors (2017)

- Performance management = holistic process
- Continuous communication, feedback and coaching – no surprises at annual review
- Interim or mid-cycle reviews
- 360 Feedback Framework (formative, above, below and across)
- Paperless appraisals & performance management technology
- Goal alignment between employee’s work and organizational goals
Organizational Goal Alignment
Goals are SMART and Aligned at Every Level

Specific Measurable Attainable Relevant Time-bound

UW System Goals
Division Goals
Department Goals
Individual Goals