Performance Conversations & SMART Goals

UW System Human Resources

Today's Session

- Foundations: Best Practices & PM Workgroup Recommendations

- Evolving toward a Performance Management Philosophy

- Engaging in the Performance Conversation

- Creating Goals Using SMART*ER* Framework

- Timeline for 2021 Performance Management

Best Practices in Performance Management

- Performance management = holistic process

- Continuous communication, feedback and coaching – no surprises at annual review

- Interim reviews (midcycle)

- Paperless appraisals & PM technology

- Goal alignment between employee's work and organizational goals

Performance Management Workgroup Recommendations

1. Operationalize performance management philosophy
2. Strengthen employee and management competency
3. Goal alignment: individual, unit, departmental and organization
4. Go paperless with one rating instrument
5. Consider calendar year review period
6. Reduced rating scale from 5 to 3
7. Develop UWSA core values

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Evolving toward a Performance Management Philosophy

Performance Appraisal	Performance Management
Annual event, static	Continuous feedback
Retrospective	Reflective and prospective
Individual Development Plan	Coaching and goal adjustment
Formal documentation	Planning, SMART goal setting

Annual Performance Appraisals	Holistic Performance Management
• 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	• 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

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Engaging in the Performance Conversation

- Ongoing coaching conversations
- Prepare for the performance evaluation discussion
  - Tips to improve performance conversations
  - Me File

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What is Coaching?

Coaching is a **focused and intentional effort** to help another person figure out the best way to **achieve** his or her **goals**, **build skill sets** or **expertise**, and **produce** the **results** the organization needs.

Coaching Conundrum, Global Executive Summary, Blessing White

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Coaching in the Moment
Situation-Behavior-Impact Feedback Tool

- Situation – set the context
  - Where
  - When
- Behavior – be specific and objective
  - What did you see?
  - What did you hear?
  - Is there something measurable you can share?
- Impact – who was affected and how
  - Use "I" statements
  - Allow the other person time to reflect and respond

- During yesterday morning's staff meeting, when you gave your presentation, you were uncertain about two of the slides and your enrollment projections were incorrect. I felt embarrassed because the entire leadership team was there. I'm worried that this has affected the reputation of our team.
- At the project meeting on Monday afternoon, you ensured that the meeting started on time and that everyone had handouts in advance. All of your research was correct. I'm proud that you did such an excellent job and put the organization in a good light. I feel confident that the project will be a success, thanks to your hard work.

Developed by the Center for Creative Leadership

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Engaging in the Coaching Conversation

- Listen…pause before responding

- Ask questions

- Paraphrase what you heard

- Own it

- Be thankful

Adapted from "How to Handle Criticism", MindTools, https://www.mindtools.com/community/pages/article/newCS_89.php.

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Practice: Engaging in the Coaching Conversation

Manager

- <u>Situation</u> – set the context
  - Where
  - When
- **Behavior** – be specific and objective
  - What did you see?
  - What did you hear?
  - Is there something measurable you can share?
- *Impact* – who was affected and how
  - Use "I" statements
  - Allow the other person time to reflect and respond

Employee

- Listen…pause before responding

- Ask questions

- Paraphrase what you heard

- Own it

- Be thankful

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Prepare for the Performance Evaluation Discussion

- Tips to improve performance conversations

- Me File

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Employee Tips for Better Performance Conversations

- Familiarize yourself with the process
- Conduct a self-assessment
- Document your achievements
- Review last year's evaluation
- What are your career, learning and professional development objectives?
- Set goals for the discussion
- Be prepared to initiate topics
- Prepare to hear some hard truths
- Follow up

*Source: Excerpted from "Ace your next performance review with these top tips by Amanda Augustine. The Ladders.com (2014)
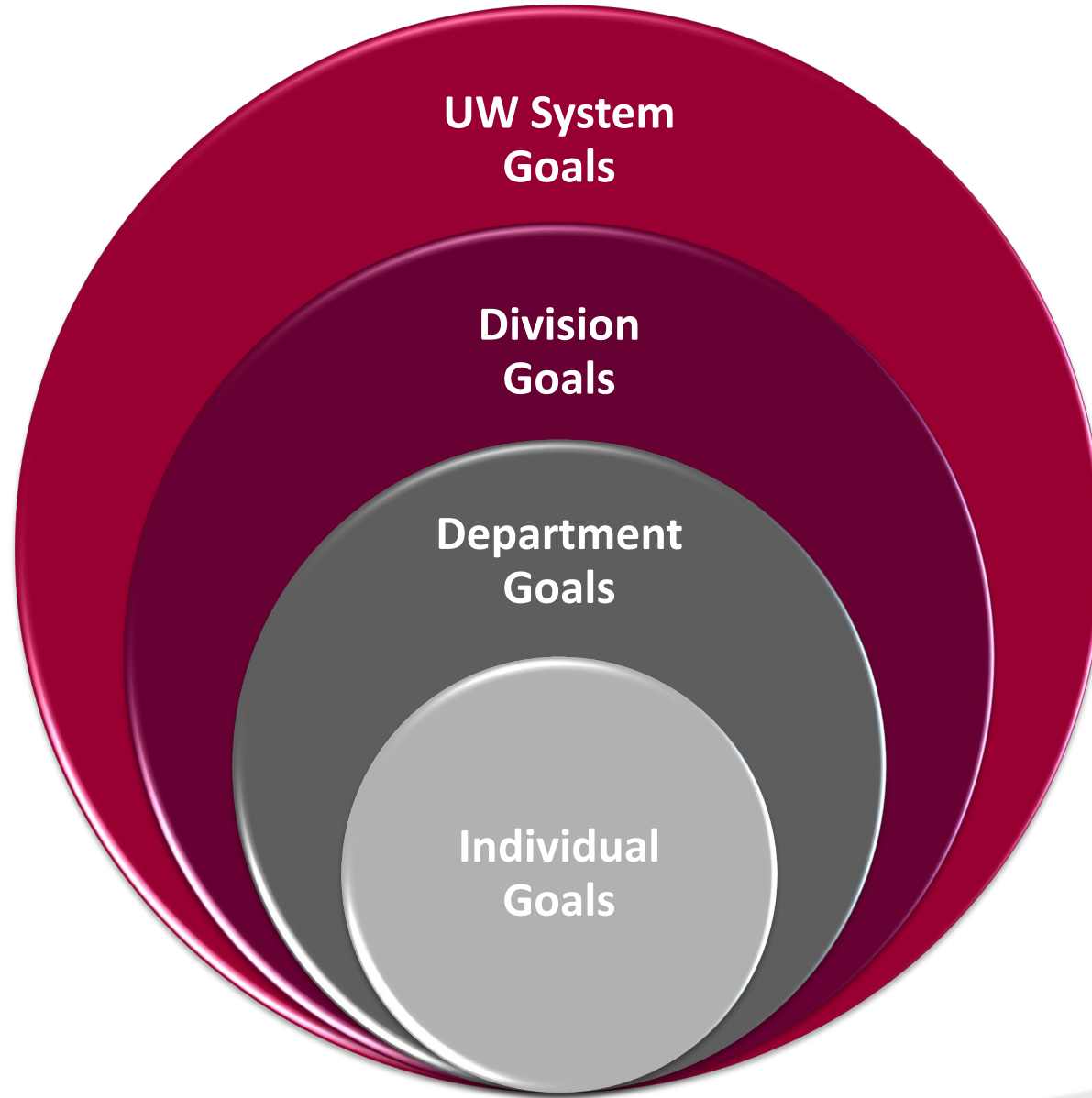
"Me file" Starter

1. My contributions and accomplishments are…

2. Thanks, compliments and awards I received…

3. Significant challenge(s) I overcame…

4. What do I do well?

5. Where would I like to grow/develop in the next 6-12 months?

Goal Setting with SMART*ER* Framework

SMART Goal Alignment

SMART*ER* Goal-Setting

Specific	**What will be accomplished? What actions will you take?**
Measureable	**What data will measure the goal? (How much? How many? How well?**
Attainable	**Challenging but achievable. Is the goal doable?**
Relevant	**How does the goal align with broader goals? Why is the result important?**
Timely	**What is the time frame for accomplishing the goal?**
Evaluate	**Evaluate progress towards goals**
Revise	**Revise as needed**

- Help ensure clarity of expectations around desired accomplishments
- Contribute to better calibration in performance assessment between you and your supervisor
- Contribute to greater consistency in performance assessment across the organization

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Using the SMART Goal Formula

Sample Goal Statement: Manage and support effective performance resulting in achievement of 75% of program and individual performance targets by the end of the fiscal year.
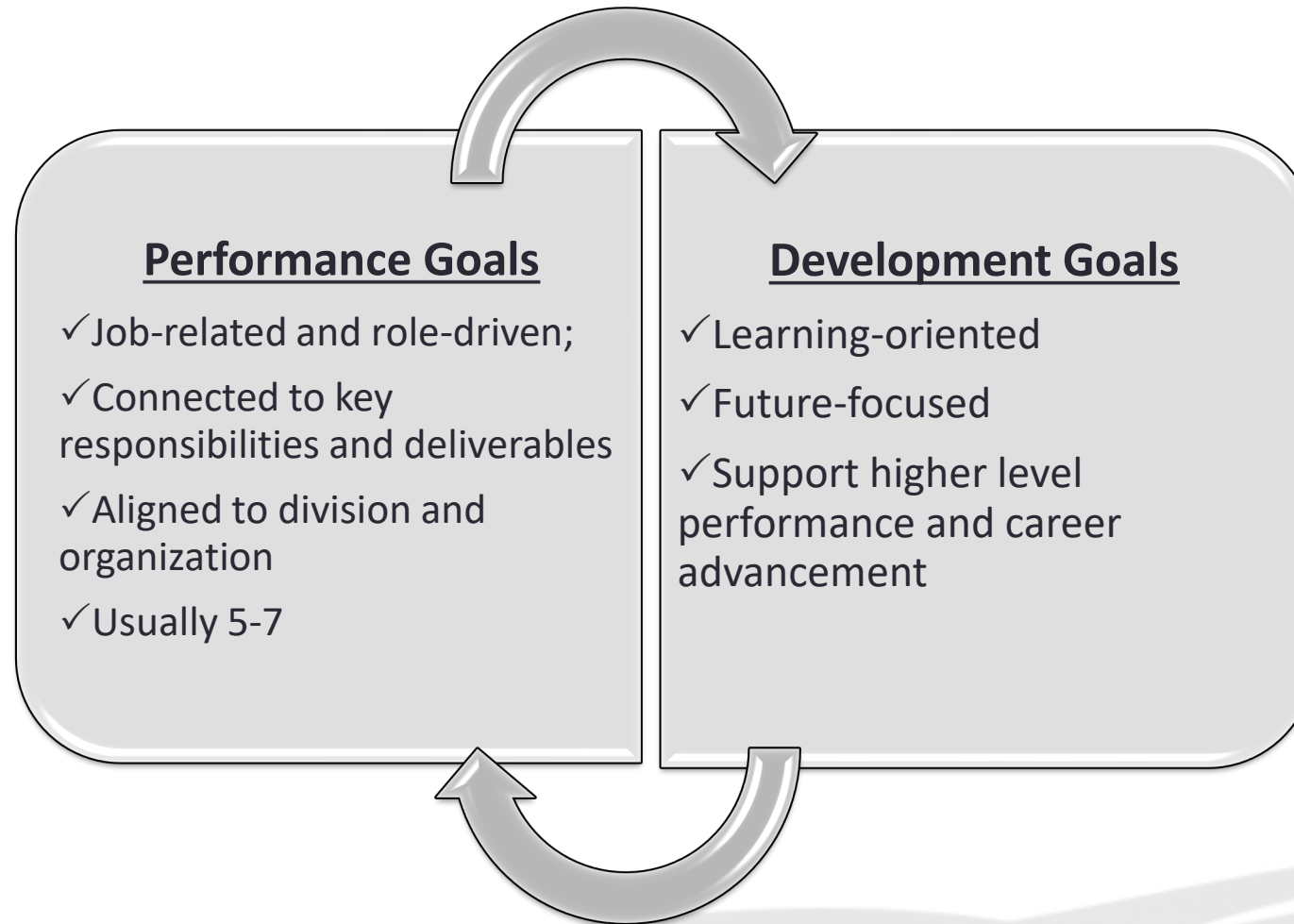
Goal Statement	What makes it SMART
Do_____...	**Specific** action taken
In order to _____ ...	To accomplish **measurable, relevant** result
By _____	Within certain **time frame**
	And make sure it's **achievable**! *(realistic timeframe, sufficient resources and a feasible target)*

Manage and support effective performance resulting in **achievement of 75% of program and individual performance targets** **by the end of the fiscal year**.

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PRACTICE: Writing SMART Goals

- Group activity

- Think about your goals over the next 6 months.

- Use the SMART framework to draft individual goals.

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Develop SMART Goals that Address Both Performance and Development

Performance Goals

✓Job-related and role-driven;

✓Connected to key responsibilities and deliverables

✓Aligned to division and organization

✓Usually 5-7

Development Goals

✓Learning-oriented

✓Future-focused

✓Support higher level performance and career advancement

Develop Action Plans to Support SMART Goals

- **Action plans** list specific tasks or steps to take that help support achieving the goal

- Help determine whether the end result and timeframe are achievable and the resources and support needed to be successful

- Serve as a **roadmap** to help employee/manager focus on areas for feedback and coaching

Review

Effective Performance Conversations

- Include coaching

- Are ongoing

- Are reflective and prospective

- Include discussion on employee's self-evaluation

- Incorporate SMART**ER** framework for performance and development goals

- *Evaluate* results/progress against goals

- *Revise* goals, as needed.

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Timeline for Annual Performance Management

December 2020 – January 2021	June 2021	October 2021	December 2021 – January 2022
Finalize 2020 Annual Evaluation Develop 2021 SMART Goals	Mid-Cycle Review/ Assess Progress Modify Goals as Needed	Finalize Goals/ Define Criteria	Finalize 2021 Annual Evaluation Develop 2022 SMART Goals

Continuous Coaching and Check-ins

Thank you.