

PERFORMANCE MANAGEMENT

RESEARCH ONWARD

Diversity
Equity
Inclusion
2.0



WHAT IS PERFORMANCE MANAGEMENT?

Performance management is a systematic process that includes setting clear expectations, providing consistent feedback and recognition, and evaluating employee performance to ensure each person is performing to their potential and units are meeting their strategic goals.

Coaching and feedback discussions should support and guide employees throughout the year, recognizing achievements and addressing areas for improvement. Each year, employees participate in an annual performance review, where an online evaluation document is used to summarize what was discussed in throughout the year, and new goals are set for the upcoming year.

76%

Employees prefer monthly performance feedback

3x

Employee engagement increase when given regular feedback

1/3

Employees in U.S. are actively engaged in their jobs

~50%

Employees believe they understand their job requirements

EFFECTIVE PERFORMANCE MANAGEMENT...

- **ALIGNS EFFORTS WITH GOALS**

Goal setting between managers and their employees ensures clarity around job expectations, and how job functions connect with their unit's objectives.

- **BOLSTERS EMPLOYEE ENGAGEMENT**

Engagement increases and employees are more likely to perform their role to their best capacity when they feel supported and heard by unit leadership.

- **UTILIZES METHODS TO MITIGATE BIAS**

Soliciting feedback from multiple sources helps to provide a comprehensive evaluation of an employee's performance through a more equitable lens.

PERFORMANCE MANAGEMENT



CLEAR 4 Essential Components of DEI-centered Performance Management

1

CLARITY

Expectations are clear at leadership, management/supervisory, and employee levels

2

EQUITY

Actions are taken to ensure equity and fairness by implementing strategies to mitigate bias

3

ACCESS

Opportunities for development training, coaching, mentorship, and work opportunities are democratized

4

RELEVANCE

Outcomes of the performance management process are clear and meaningful

PERFORMANCE MANAGEMENT

ANNUAL PERFORMANCE REVIEWS IN OVPR



Performance review meetings should be scheduled at least three weeks in advance.



Self-evaluations and job description reviews should be completed by all staff and submitted at least 2 weeks prior to the review meeting. Managers should review the assessment and prepare feedback.



Feedback (both positive and constructive) from managers during review meetings should be direct and competency-based.



Goals for the upcoming year should be agreed upon and aligned with unit objectives. Metrics of success should be identified and documented along with employee goals.

Tips for documenting performance year-round

- Summarize performance following a significant project or task
- Take notes any time you are significantly pleased or displeased by performance or behavior
- Document noteworthy accomplishments when you submit a timecard or approve time
- Save feedback that you receive from others
- Add a reminder to your calendar to reflect and take notes