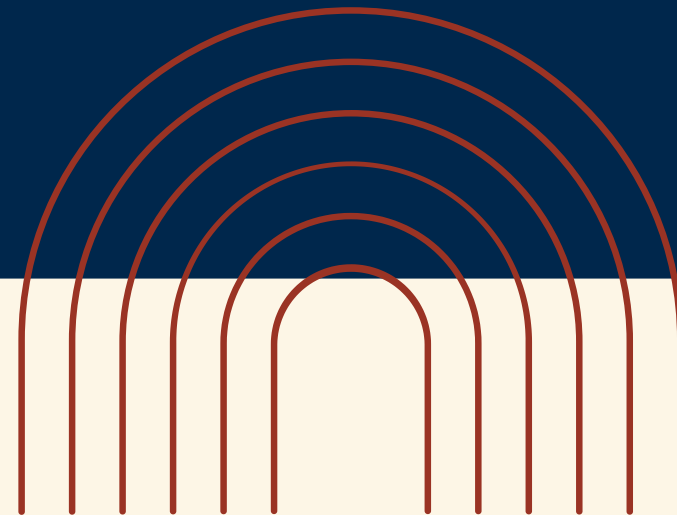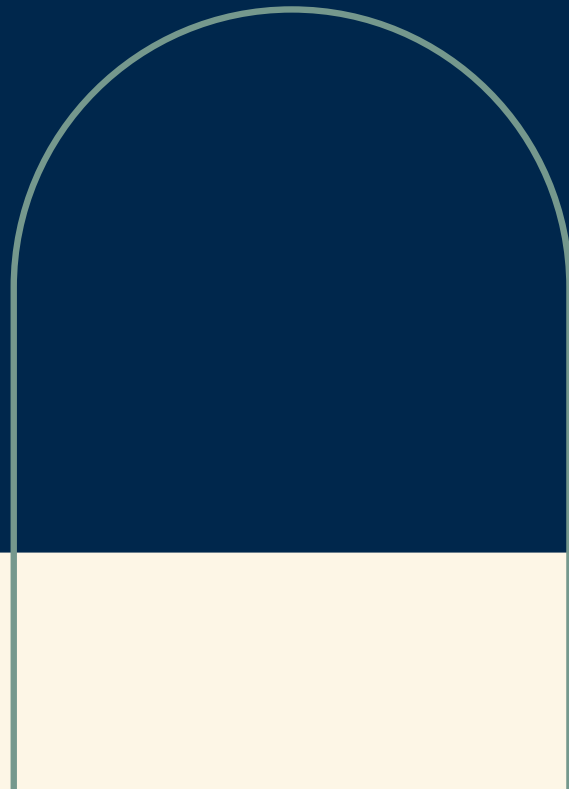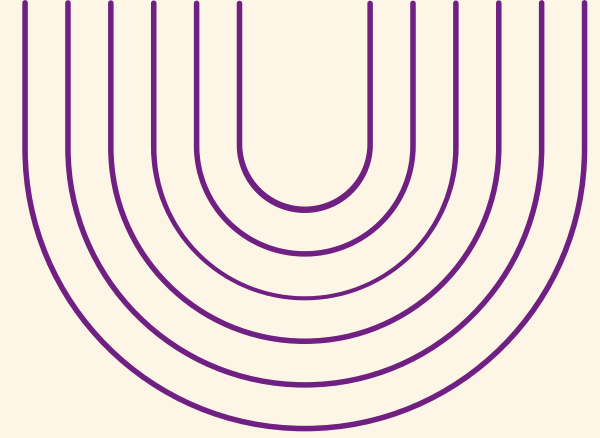# PERFORMANCE MANAGEMENT

UNDERSTANDING PERFORMANCE MANAGEMENT IN OVPR

01. **UNDERSTANDING PERFORMANCE MANAGEMENT**
Information about performance management and its importance for staff retention

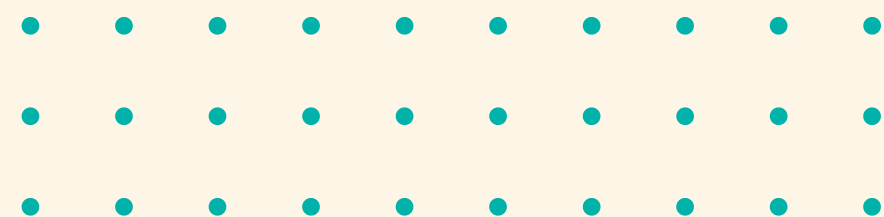**02.** **CLEAR: PERSON-CENTERED PERFORMANCE MANAGEMENT**
Understanding the 4 essential components of person-centered performance management

03. **CONDUCTING PERFORMANCE REVIEWS**
Understanding the OVPR performance review process
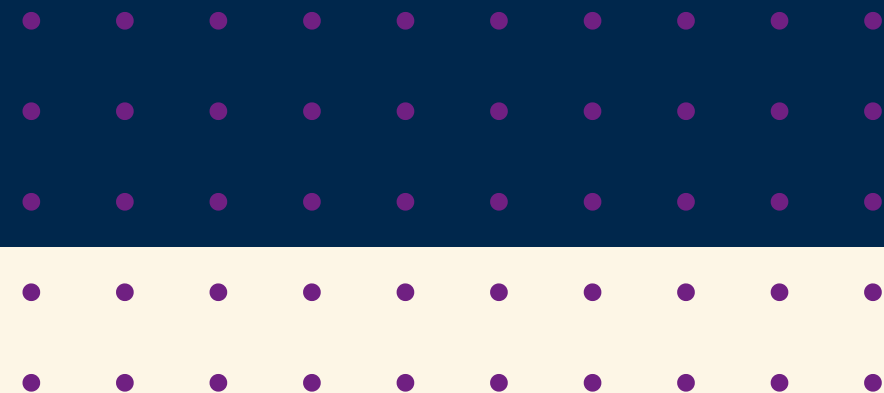
04. **TIPS FOR YEAR-ROUND FEEDBACK**
Guidance for gathering information and sharing feedback year-round

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UNDERSTANDING PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT

Performance management is the systematic process of setting clear expectations, providing continuous feedback and recognition, and evaluating an employee's work performance to ensure each person is performing to their potential and units are meeting their strategic goals. Throughout the year, coaching and feedback discussions should provide support and guidance to employees, celebrating successes and addressing areas needing improvement. Each year, employees participate in an annual performance review, where an online evaluation document summarizes what was discussed throughout the year, and managers/supervisors and employees work together to set new/updated goals for the next year.

IMPACT ON RETENTION

Effective performance management has the potential to enhance employee engagement, boost motivation, and increase job satisfaction. Staff in OVPR come from various backgrounds, have different experiences, and face unique challenges. Implementing an efficient performance management process helps retain a multifaceted workforce by meeting their unique needs and providing growth opportunities tailored to each employee's individual goals and needs.
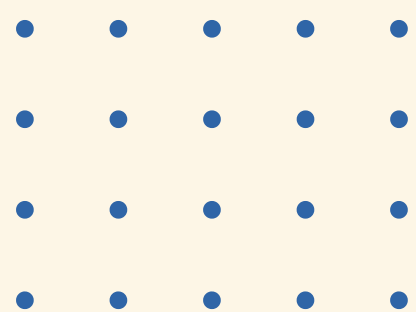
GOAL ALIGNMENT

Aligning an employee's tasks and teamwork with unit and department goals is key to creating a motivating performance strategy. While goal setting is crucial, employees also want to see how their work contributes to the larger mission, vision, and strategy. Understanding how day-to-day work aligns with unit goals clarifies job expectations and helps employees feel more invested in their work by taking ownership of their objectives.

EMPLOYEE ENGAGEMENT

Effective communication is central to employee engagement, as it strengthens the connection between staff members and the culture, objectives, and strategies of their unit. Providing consistent and constructive performance feedback throughout the year, and actively involving employees in the annual goal-setting process are key communication strategies that help ensure employees remain aligned with their goals, enhancing their sense of purpose and direction. When leaders in the unit prioritize open and supportive communication, employees feel more valued and are more inclined to contribute their best efforts to fulfill their roles efficiently.

02.

# CLEAR: 4 COMPONENTS OF PERSON-CENTERED PERFORMANCE MANAGEMENT
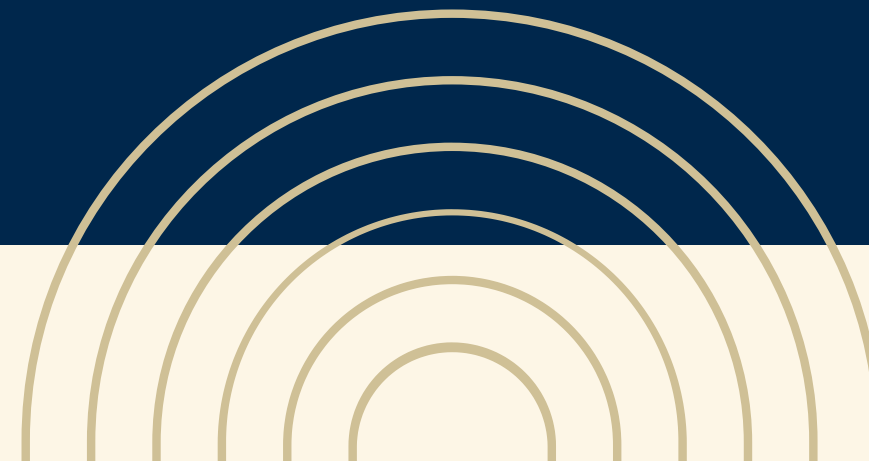
1 CLARITY

An effective performance management process sets clear expectations for everyone. Leadership should be aligned on expected outcomes of the process, and managers and supervisors should understand how they are expected to support the performance of their direct reports. Additionally, all employees should understand the requirements of their jobs and how they will be evaluated and recognized based on their work performance.

2 ENSURING FAIRNESS

Addressing personal predispositions is vital to ensuring fairness during assessments of work performance for all staff. Soliciting feedback from multiple sources helps to provide a comprehensive evaluation of an employee's job performance through a more balanced lens. It is also essential that evaluations are based on predetermined criteria that are clear to both managers and their direct reports.
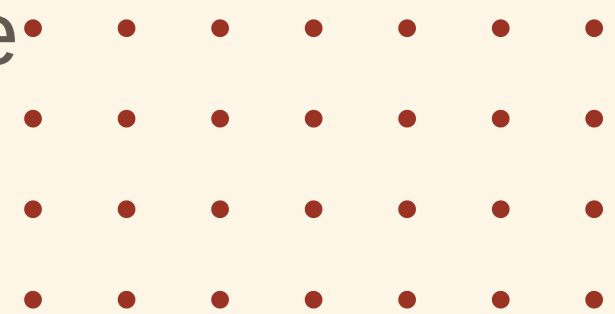
3 ACCESS

Employee satisfaction and productivity increases when organizations focus on the development of all employees. Access to opportunities for development training, coaching, advancement and mentorship should be democratized, ensuring the availability for all employees to grow professionally. It is also essential that work assignments and opportunities for role expansion be distributed appropriately, and feedback provided at the individual level to affirm strengths and support areas where growth potential exists.

4 RELEVANCE

Ensuring that all parts of the performance management process are connected in meaningful ways is vital to valuable outcomes for all. Job descriptions should include clear competencies, regular feedback should be shared on progress in meeting or expanding job competencies, reviews should evaluate employees on those competencies, and employees should have the same access to resources that help develop competencies needed to advance.
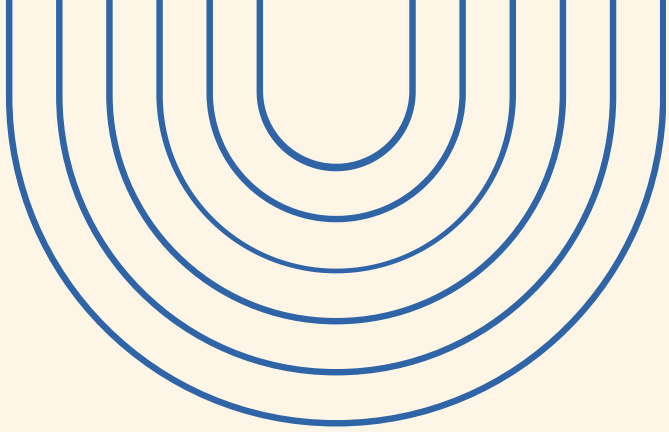
# 03.

CONDUCTING PERFORMANCE REVIEWS
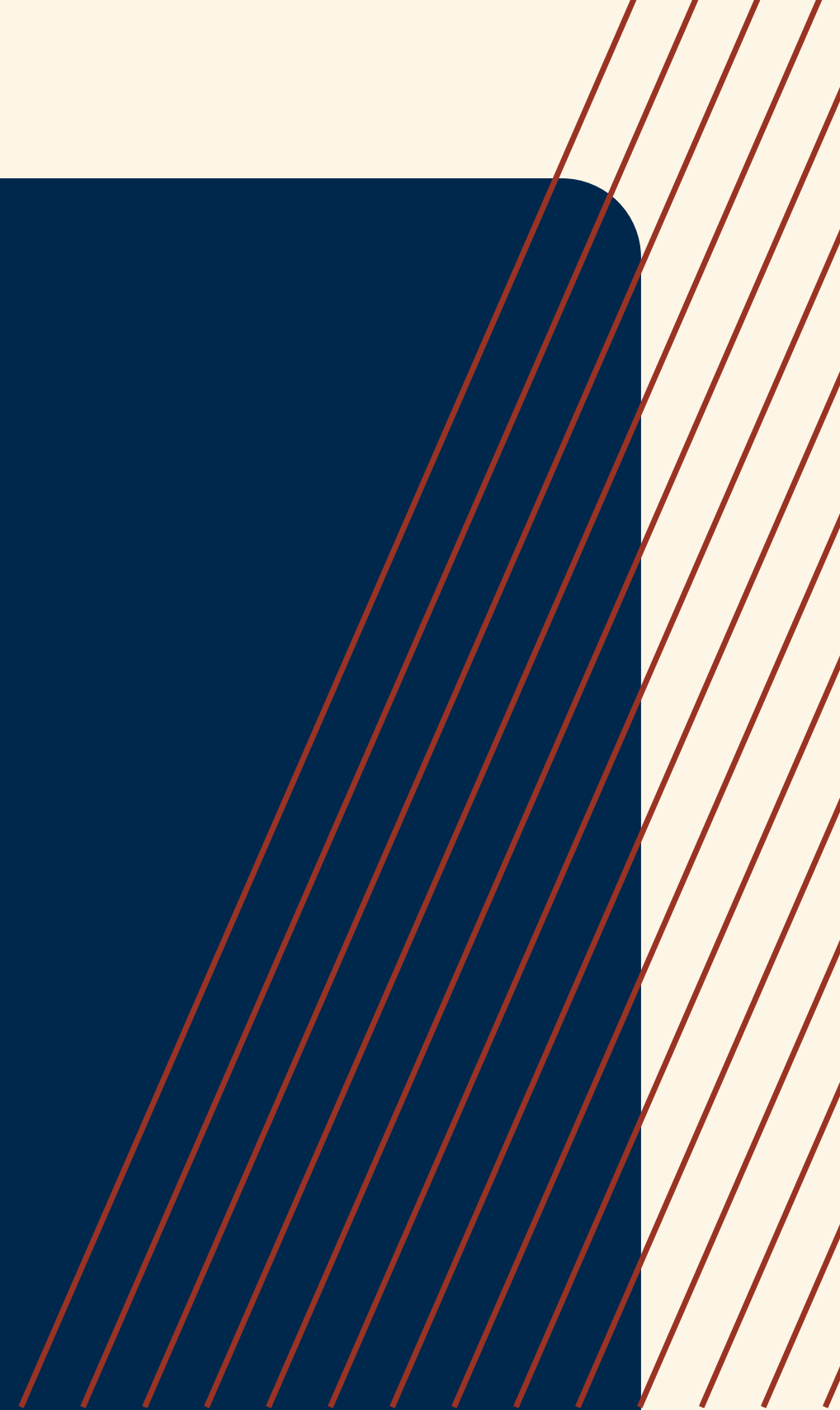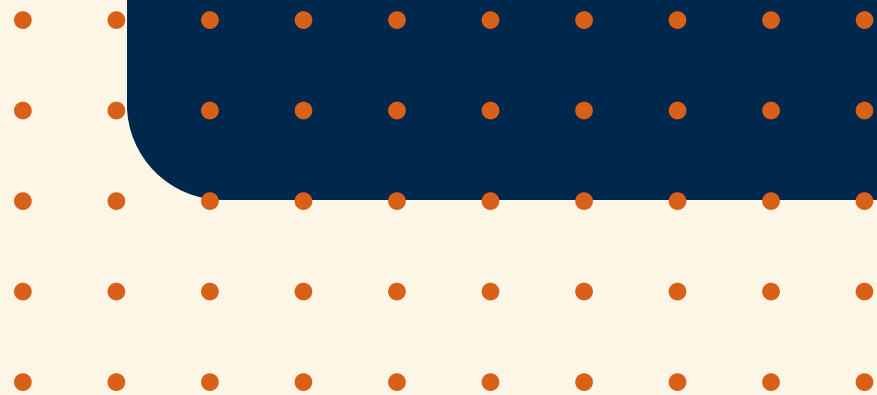
OVPR PERFORMANCE REVIEWS

In OVPR, each staff member's work performance is officially reviewed annually, usually in the summer. This process includes a review of the goals and objectives of the previous year (except for new employees) and goal-setting for the upcoming year (all employees). The review process is managed using an online performance review system, and reviews are maintained in each employee's U-M personnel file.

HOW TO PREPARE

To prepare for the annual review process, managers/supervisors and employees should document and discuss work performance (including professional development) year-round. Units should send clear communications about the timing of the process, as well as instructions for how to navigate the online system. Job descriptions should also be reviewed by employees in advance of the self-assessment step of the process.
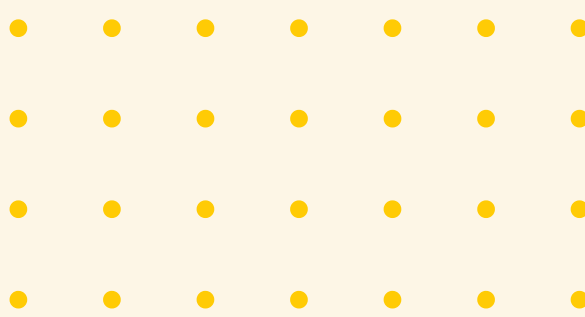
THE REVIEW PROCESS
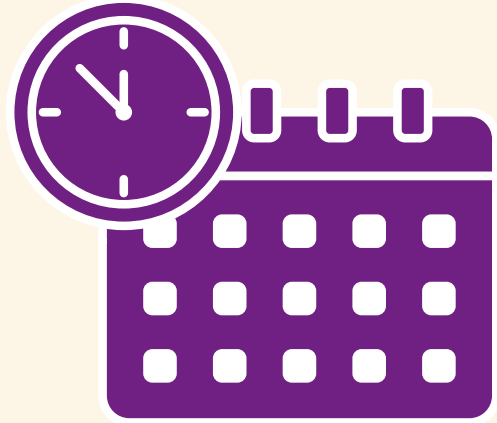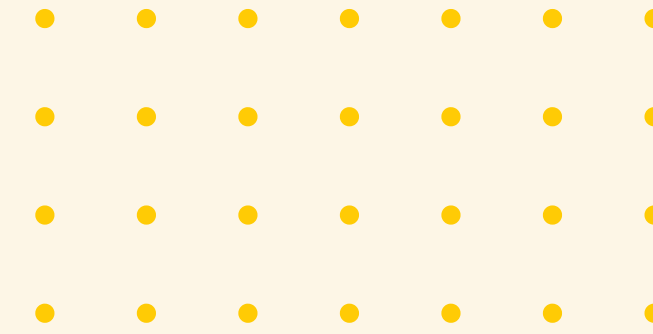
Review meetings should be scheduled at least three weeks in advance, and managers/supervisors should ensure that employees have detailed instructions to navigating the online system. It is also important for staff to understand the evaluation areas and performance rating levels before starting the process.

Staff members (except new employees) should review the previous year's goals, report on the progress made, and note any professional development. All employees should propose new goals for the upcoming year and submit their self assessments to their managers/supervisors for review. Managers/supervisors should review the employee's assessment and prepare feedback, while also assessing staff on areas of evaluation and entering associated ratings.

THE REVIEW PROCESS
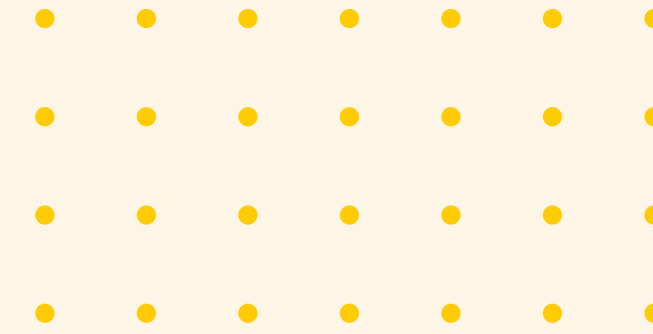
Discussions during the performance review meetings should center on the feedback, assessments, and recognition observed and noted throughout the year. All feedback (positive and constructive) should be competency-based and should cite specific examples to provide the same evaluative experience for all employees. Feedback should also be directly tied to the employee's set goals, and managers/supervisors should be clear about why a particular rating was assigned for each area of evaluation.

Managers/supervisors and their direct report should work together to establish goals for the upcoming year. Goals should align with unit or OVPR strategic objectives and goals and should include job-specific goals, as well as personal or professional career goals. Consider using SMART goals (specific, measurable, attainable, relevant, timely) to ensure goals are focused, tangible, and milestone or deadline driven.

04.

TIPS FOR YEAR-ROUND FEEDBACK
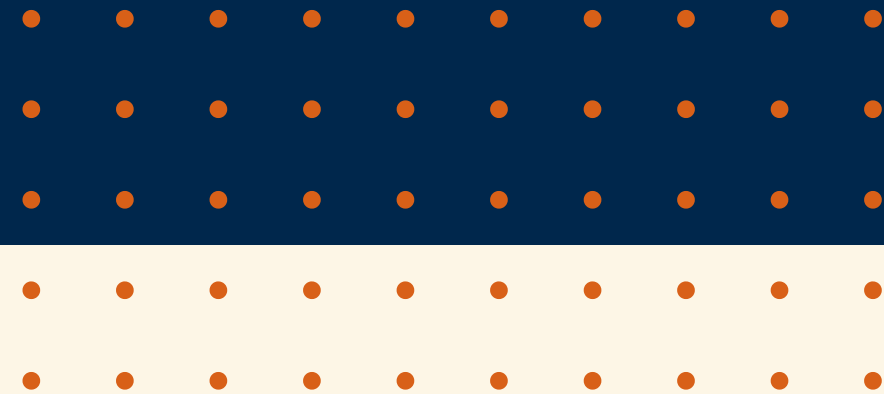
DOCUMENT PERIODICALLY

Documenting employee performance is a key component of effective performance management. Documenting work performance for multiple individuals can be a daunting and time-consuming task, so make it easier and more efficient by keeping it simple and organized. Suggestions for consistent documentation include taking notes following a significant project or task, when feedback about the employee is received from others, and any time an employee's work performance is significantly pleasing or displeasing.

DISCUSS REGULARLY

A successful performance management system relies on giving employees frequent, actionable feedback and recognizing employee successes on a consistent basis. Consider scheduling regular (weekly, bi-weekly, or monthly) meetings with employees to ensure an balanced and fair experience for staff, and to build a culture of ongoing feedback.

SOURCES & RESOURCES
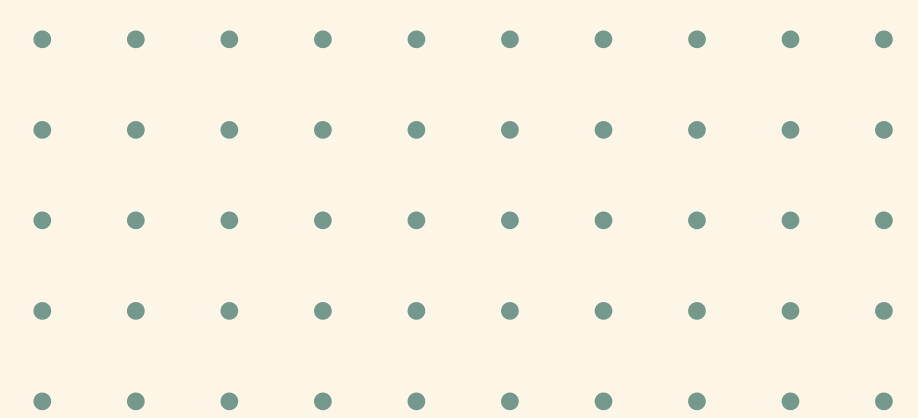
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