

PERFORMANCE MANAGEMENT PROCESS-OFFICE PROFESSIONAL STAFF Reference Guide

WHAT IS PERFORMANCE MANAGEMENT?

The performance management process is a communication, feedback and employee development process between the employee and supervisor to help employees better understand their roles and participate more fully in the continuous improvement of Eastern Michigan University. The program focuses on performance factors identified by the University as important for Office Professional Staff employees to be fully effective in their job.

The objectives of the Performance Management Process are to:

***Enhance communication between an employee and supervisor.** Dialogue between employees and supervisors should be continuous and should include coaching, guiding, and clarification of job responsibilities in the context, of larger organizational goals.

***Develop employees.** An employee's development may be related to either current or future positions, and should be continuous to ensure that EMU is able to respond to its quickly changing environment.

***Achieve superior continuous quality improvement throughout the organization.** The Performance Management Process emphasizes leading and empowering employees rather than controlling and documenting. The form is designed to guide communications regarding performance and development by providing an outline for important discussion points. Employees and supervisors are partners in this discussion.

GETTING STARTED

Typically, the supervisor will schedule an annual performance review discussion with the employee during July or August. *If this is delayed, employees are encouraged to initiate the meeting.* Both the employee and supervisor should prepare for the meeting by rating each behavior/skill category and making notes about specific points they want to discuss for each item and any specific accomplishments, ideas for improvement or development goals. These points should not be "news" to either the employee or supervisor because dialogue about performance should be taking place throughout the year.

USING THE PERFORMANCE MANAGEMENT PROCESS-WHAT YOU WILL TALK ABOUT

During the performance management meeting, you will

discuss the various behavior/skill and competency categories on the form. Open, two way communication is important. Both the employee and supervisor should be sure to ask questions to clarify points they do not completely understand.

PERFORMANCE MANAGEMENT AGENDA

Discuss the employee's performance on the behavior/skill and competency categories as related to the employee's job responsibilities during the past year.

During the annual discussion, the employee's effectiveness in performing his/her responsibilities and addressing priorities and specific goals/objectives should be thoroughly discussed using the behavior/skill categories and rating scale. Each descriptive factor should be rated and an overall rating determined for the category. If there are performance factors not covered but relevant to this position they may be added and rated in section 6. The overall rating for each category and the overall rating should be generally reflective of the sub-factor ratings but need not be based on a mathematical average since some factors may be of greater importance than others.

Employees are also to be provided a written summary of their responsibilities. These may be provided in a variety of formats such as the formal Classification Specification or a more detailed supplemental document maintained within the department. If there are special priorities and/or specific goals/objectives for the person to accomplish over the next year they should also to be provided in writing. Actual format of the document is at the discretion of the department or division. A general use form is available from Human Resources.

Where perceptions of the employee and supervisor vary on a particular factor and the appropriate rating, discussions should focus on specific and observable behavior and allow the employee to explain his/her point of view. While the desirable goal is to reach agreement on the appropriate rating, it is ultimately the responsibility of the supervisor to determine the final appropriate rating.

Determine overall rating of performance

Supervisors are to indicate an overall rating of performance in his/her current position. The overall rating should be generally reflective of the category ratings but need not be based on a mathematical average since some factors may be of greater importance than others.

Most employees will meet expectations; some, however, will not. For employees who do not meet expectations, a more formal and detailed Performance Improvement Plan (PIP) is needed, as well as follow-up discussions and another review within 90 days of the performance

management discussion date. This special process is intended to provide clear information on required improvements and to determine the support that will be provided to assist the employee to improve. The same Performance Management Development Plan form used for professional development can be used for this purpose by merely designating the type of plan at the top of the form. For assistance, call the Human Resource Consultant assigned to your division or the Compensation Programs Office.

Performance development discussions and Performance Improvement Plans are not replacements for the disciplinary process, which requires different types of documentation and counseling and should be coordinated with Employee Relations at 7-0083.

Identification of Performance Improvement or Professional Development Needs:

Employees must continually improve existing skills and develop new ones to ensure continued effectiveness. In this part of the discussion, employees and supervisors can define a specific course of action to:

- enhance current skills,
- develop new skills,
- broaden knowledge, or
- improve a deficient area.

Development is a joint responsibility of employees and supervisors. Supervisors have the greatest responsibility to assist with development when it is required for an employee's current position. Employees are primarily responsible for development that advances their careers. The career development portion of this discussion provides an important opportunity for the supervisor to give an honest assessment of the employee's preparedness for desired career growth, as well as development the supervisor believes would help the employee in attaining his/her goals.

1. Use the Performance Management Review Form to identify the employee's performance improvement and/or professional development needs. Select up to 4 specific competencies or behaviors/skills to focus on during the specified time period.
2. For each competency or behavior, discuss the following with the employee:
 - a. The specific concern/issue regarding this competency/behavior
 - What growth the employee has accomplished and how that has supported the unit's needs.
 - The unit's long-term plans and how the employee is expected to contribute to these goals, along with related development needs.
 - How well the employee responds to change.

Discuss the employee's feedback/constructive

- b. What already works and is being done well in that area (e.g. the starting point)
- c. Specifics of what can be done better? More often? Differently?
- d. The objective in further developing this competency or improving this behavior
- e. The benefits of strengthening this competency and the impact of not doing so
- f. The resources and support needed
- g. The most optimal developmental activities

3. Complete the Improvement/Development Plan form.

Recommended Development Activities-

Consider the following: What type of learning works best for you? What type of activity has been effective for you before and why? What are the benefits of choosing this activity? How will this activity help you achieve positive results? What is the most cost effective activity that will still achieve benefits?

1. Committee or team work
2. Community involvement/outreach
3. Conferences, workshops, or educational course
4. Mentoring or individual coaching/counseling by supervisor
5. Individual coaching/counseling by someone besides supervisor
6. Individual initiatives proposed by employee him/herself
7. Network groups (internal, associations, list-serve groups, etc.)
8. Self directed instruction (e.g. readings, on-line courses, and reflective thinking or writing)
9. Special projects/assignments
10. Cross training on lateral or higher level job duties.

Once the supervisor and the employee have identified skill areas requiring development, the supervisor can refer the employee to the Human Resource-Organization Excellence Office (7-4999) for more information about various resources available on campus or in the surrounding area.

Also relevant under this agenda item is the adequacy of the employee's development and response to changing work demands. Clear feedback on this question is crucial to both the employee's and EMU's success. Failure to meet this challenge can result in skill obsolescence and organizational mediocrity. This discussion might focus on:

suggestions for the supervisor.

It is important for the employee to have an opportunity to give feedback about the guidance and support provided by the supervisor and to make constructive suggestions that will enable the supervisor to communicate and manage more effectively.

Discuss anything else the employee or supervisor would

like to address.

Too often supervisors and employees have little time together to talk about many work-related matters, concerns, or interests. This item provides an opportunity to bring up issues needing discussion but for which time has not been available.

EMPLOYEE AND/OR SUPERVISOR COMMENTS

Space is provided for both employees and supervisors to make written comments. These may be complimentary remarks, notes of special accomplishments, areas where improvement is needed, or other evaluative statements. Additional sheets may be added, if needed.

UPON COMPLETION OF THE DISCUSSION

Upon completion of the performance management discussion, the department should send the signed original form to Compensation Programs, 235 Warner Hall. Human Resources will send follow-up overdue reports to Vice Presidents to ensure that all employees are having performance/development discussions.

APPRAISAL SCHEDULE

Performance management discussions for regular employees are completed before the end of the probationary period and then on an annual basis on the employees service anniversary date, unless more frequent reviews are deemed necessary by the department.

DISTRIBUTION OF FORMS

Human Resources will send forms to departments for annual reviews at least 30 days prior to their due date. Forms for probation reviews will also be sent at least 30 days prior their due date. A form is provided in this guide and may be copied as needed.

SUPERVISOR'S ROLE AND ACCOUNTABILITY

The performance management process is conducted by an employee's immediate supervisor, who usually has primary responsibility for the employee's hiring, development, assignment of work, etc. If such a supervisory relationship does not exist, the department administrator should assign the responsibility for the performance management process to the administrator/supervisor who is most knowledgeable about the employee's job duties and performance.

In cases where a person works for a group of individuals, one person should be designated as the official supervisor. That person should obtain input from the others for whom the employee provides support and should then conduct the performance development discussion. In some cases, an employee

may have more than one supervisor and discussion because he/she works in two distinct positions.

In cases where a lead worker (i.e., someone who coordinates and monitors work but does not have the authority to hire or evaluate) has been designated, the supervisor may use the lead worker's input regarding the employee's work performance, but the lead worker is not part of the performance management discussion.

It is a supervisor's responsibility to follow the performance management process by conducting timely and thoughtful performance development discussions. Annual decisions on supervisor's performance will take their performance of this responsibility into account.

WHERE TO GO FOR ASSISTANCE

The Human Resource Consultant assigned to your division is available to meet with staff and supervisors at the department level to explain the performance management process or to answer specific questions.

An employee with concerns about his/her experience in a performance management discussion should first try to discuss them with his/her supervisor. Should issues remain unresolved, the employee may request a meeting with the next level supervisor up to the divisional Vice President.

**CLOSING—
AN INVITATION TO FULLY PARTICIPATE IN EMU'S CHANGE**

The Performance Management Process for Office Professional Staff represents a significant change in philosophy related to staff at Eastern Michigan University. The performance management process along with other university programs, can assist in achieving the direction set in the university's guiding principles, a vision that relies on the cooperation of all members of the EMU community. Your active participation will contribute to a new and exciting focus for Eastern Michigan University as well as to your own personal growth and development.