Managing Performance - PURPOSE

Performance management is an ongoing responsibility that is integral to management. It is an ongoing process, not a one-time event. It is much more than the annual performance review, but rather the things managers say and do year round to assist each staff member to reach his or her performance potential at the University. Performance management is a daily supervisory responsibility and integral to management.

This view of performance management puts managers in the proactive role of coach driving performance forward; mentor developing increased performance potential; and partner in assessment, aimed at providing a perspective which assists the staff member in reaching their performance potential. These important roles foster a complete approach to performance management, rather than acting as a detached judge, looking only looking back and grading the past for administrative purposes.

The result of ongoing performance management is that there are no surprises during an annual performance assessment and staff members are engaged with you in reaching their performance potential at the University.

Performance management begins by setting specific goals and expectations with each staff member and communicating them clearly. This lays the foundation for all performance. Without outlining expectations, staff members cannot be held accountable for doing good work. If employees don't know what our expectations are, how can they consistently meet them?

Once clear expectations have been created, the manager needs to regularly and consistently reinforce behavior that is effective and redirect behavior that is ineffective or inappropriate.

Formal Assessment

- Review observed behavior
- Review the staff member’s self-assessment
- Summarize and rate the staff member’s performance
- Meet with the employee to discuss performance
- Resolve performance gaps or differences between actual and planned performance
- Establish goals for performance and professional development

Purpose of Performance Assessment

- Two-way dialogue regarding work performance
- Motivation
- Clarify job duties
• Work improvement
• Opportunities for growth within the job
• Problem prevention/correction
• Professional development and training
• Cross training
• Scheduling
• Reassignment
• Legal implications
• Pay increase
• Termination