July/August 2013

Manager

Employee

Old Form

New Form

2014 and Beyond

[Image of computer with a form displayed]
As Managers, Each of Us Are Expected to...

- Differentiate
- Coach
- Communicate
- Align
- Engage
- Reward
- Refresh
- Develop
Performance Management at NSU is designed to be:

- Fair and equitable
- Consistently applied
- Simple and easy to use
Agenda

Performance Management Overview

1. Performance expectations
2. Evaluating and differentiating performance
3. Successful performance discussions
4. Sharing pay decisions with employees

Wrap-up and answer questions
Agenda

Performance Management Overview

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Wrap-up and answer questions
What’s Changing and What’s Expected

- Unclear performance expectations
  → Cascaded & clearly defined performance expectations

- Inflated Ratings
  → Guidelines, process & tools to drive consistent evaluations

- Inconsistent link to pay
  → Stronger alignment between pay and performance

- Inconsistent practices
  → University-wide approach
Performance Management Cycle

- **Employee Self-assessment**
- **President to direct report cascade**
- **Division to department goal cascade**
- **Manager initial evaluation**
- **Next-level manager review**
- **Alignment meetings**
- **Center Head review of aggregate reviews**
- **Performance Discussion (cascade & evaluation)**
- **All Forms completed and submitted to OHR**
- **Pay Discussion, if applicable**
- **Mid-year Discussion**

Employee performance year July 1st – June 30th
Conducting the Performance Discussion

Open by setting context & encouraging dialogue

Ask how they think they did

Discuss what to start, stop, continue doing

Discuss performance expectations

Ensure employee has resources; agree to follow-up if changes occur

Private location

Key messages & discussion

Meeting Agenda

Allow 60 minutes
Performance Management Cycle

Mid-year Discussion

May  June  July  Aug  Sept  Oct  Nov  Dec  Jan

Employee performance year July 1st – June 30th
Conducting the Mid-year Discussion

Private location

Key messages & discussion

Meeting Agenda

Open by setting context & encouraging dialogue

Ask how they think they did

Discuss what to start, stop, continue doing

Discuss performance expectations

Ensure employee has resources; agree to follow-up if changes occur

Allow 60 minutes
Strengthening the Partnership

Partnership

Manager
Employee

Accountability
Understanding & achieving goals
Seeking feedback

Clear Guidelines & Tools
Differentiation
Skills Review: Evaluate Performance Management Skills

Handout 1

5 minutes
Agenda

1. Performance expectations
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Wrap-up and answer questions
What performance matters at NSU?

<table>
<thead>
<tr>
<th>Career Level</th>
<th>Core Values</th>
<th>Goals</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Managers</td>
<td>25%</td>
<td>Annual Goals</td>
<td>People Mgmt 50%</td>
</tr>
<tr>
<td>Professional</td>
<td>25%</td>
<td>Annual Goals</td>
<td>Principal Responsibilities 25%</td>
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<tr>
<td>Technical / Associate</td>
<td>25%</td>
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<td>Task Goals 75%</td>
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Identify issues that might affect academic excellence and escalates them to the appropriate stakeholder(s) or, if appropriate, participates in designing/implementing solutions.
What performance matters at NSU?

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<td>25%</td>
<td>75%</td>
<td>N/A</td>
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Annual Goals:
- People Mgmt: 50%
- Principal Responsibilities: 25%
- Task Goals: 75%
People Management (managers only)

- Conducts individual goal-setting and progress meetings
- Coaches for success
- Shows managerial courage
- Differentiates rewards
- Champions talent development
- Identifies talent gaps
- Recruits strategically
What performance matters at NSU?

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Goals:
- Annual Goals: 25%
- Task Goals: 75%
Goal Setting

Why is goal setting important?

- Align actions with goal cascade
- Clarify expectations for team members
- Preparation for differentiating performance
Goals

Manager/Professional

Annual Goals

Technical/Associate

Task Goals

For non-exempt jobs, goals may look like tasks

“Task” goals are areas of accountability determined by the job duties

Quantitative, and potentially qualitative measures
Responds to inquiries and resolves routine problems requiring general understanding of work-area policies and procedures.

Composes, edits, proofreads, and types basic documents; creates mail merges and performs mass mailings; photocopies and collates basic material.

Preparing forms and documents; verifies data for discrepancies and follows up to ensure accuracy.

Enters data and generates reports from NSU specific software systems.

Schedules meetings, appointments and coordinates travel.

Manager and Employee can add additional goals.
SMART Goals

- **Specific**: Who, what, where, when and how?
- **Measurable**: Qualitative and quantitative indicators of expected performance?
- **Ambitious but Achievable**: Stretch goal to grow capabilities? Available resources to accomplish?
- **Relevant**: Alignment with function objectives? Reflection of customer needs?
- **Time-bound**: What is the timeline for achieving the goal?
## SMART Goals

<table>
<thead>
<tr>
<th>Example Goal</th>
<th>SMART Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce maintenance costs by 5%</td>
<td>Reduce maintenance costs by 5% by the end of the year through implementation of a more frequent maintenance schedule and other programs designed to decrease down time and parts inventory</td>
</tr>
<tr>
<td>Increase customer satisfaction</td>
<td>Increase customer satisfaction by 5% or be at or above the 90th percentile by mid-year (as measured by the employee customer satisfaction survey) through continuous customer communication and proactive issue resolution</td>
</tr>
</tbody>
</table>
Skills Review: Refining Individual Goals

Review Scott’s draft goals

Provide feedback and suggested edits

Share and discuss your recommendations
Skills Review: Drafting Goals

Consider your role and team

Draft goals that are aligned

Share and discuss goals

Handout 3

15 minutes
Agenda

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Wrap-up and answer questions
Multiple Skills Required

- Leader
- Evaluator
- Coach

Evaluation
Steps in Evaluating Performance

- Employee self-assessment
- Review performance expectations
- Complete form
- Next level manager review/alignment meetings
- All Forms completed and submitted to OHR

Calendar:
- May
- June
- July
- Aug
- Sept
- Oct
- Nov
- Dec
- Jan

15th July

Dates:
- July
- Aug
- Sept
- Oct
- Nov
- Jan

All Forms completed and submitted to OHR.
Three-Point Rating Scale

Performance Rating
Three-Point Rating Scale

<table>
<thead>
<tr>
<th>Unsatisfactory Contribution</th>
<th>Successful Contribution</th>
<th>Exceptional Contribution</th>
</tr>
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- Unsatisfactory Contribution
- Successful Contribution
- Exceptional Contribution
Three-Point Rating Definitions

Consistently met expectations and occasionally exceeded expectations. Employee was a solid contributor to the success of his/her department and NSU.
Three-Point Rating Definitions

Unsatisfactory Contribution

Successful Contribution

Exceptional Contribution
Up to 30%

Performance Rating

Frequently exceeded expectations. Employee was an exceptional contributor to the success of his/her department and NSU. He/she demonstrated role model behaviors.
Three-Point Rating Definitions

- **Unsatisfactory Contribution**: Delivers **inconsistent contributions**. Improvement is needed to accomplish expected results. Employee will be placed on a Performance Improvement Plan (PIP) with a follow-up review occurring as specified by the supervisor.

- **Successful Contribution**

- **Exceptional Contribution**

Performance Rating

PIP required
Performance Improvement Plans

Unsatisfactory Contribution

Expectations & timing for correcting the issue
Shared with employees no later than 30 days post-evaluation
Determining the Initial Performance Rating

- Look for results
- Compare actual performance to standards
- Review patterns of behavior
- Consider multiple perspectives
- Broaden perceptions
- Think beyond first and last impressions
Determine the year-end performance rating

How you rated the individuals & why?
Difficulties?
Key learnings?

Employee Profiles
Performance ratings? Differentiations?

Handout 5
20 minutes
Next-level Manager Review

Consistency

Next-level manager’s assessment of the employee

Center Head sets expectations

Next-level Manager

Manager A

Manager B

Manager C

Employee evaluations
Alignment Discussion

Next-level Manager

Manager

- Confirm expectations
- Bring facts to support your recommendations
- Confirm any changes

Review each of your employees
Professional Development and Career

- Unsatisfactory Contribution
- Successful Contribution
- Exceptional Contribution

Focus on current role

Focus on current role and/or potential future roles
Identify opportunities for developing capabilities for current and/or future role

On the Job Learning: 70%
Coaching: 20%
Training: 10%
Professional Development Questions

- Short & Long-Term Career Goals?
- Division/Department Rotation?
- Different paths?
- Achieving career goals?
- Challenges & obstacles?
- Support needed?
- Strengths & development needs?
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Preparing for the Conversation

- What’s my intent for this conversation?
- What’s my opinion of performance?
- What am I trying to inspire with this conversation?
- What am I most concerned about?
- What’s important to the employee?
- What’s his/her opinion of performance?
- What is the impact of this conversation on him/her?
- What is he/she most concerned about?
Structuring Feedback

Meaningful feedback

Observation and Notes

Feedback from Others

Self-assessment
Quality Performance Discussions

Performance

Situation

Behavior

Impact

Start

Stop

Continue
Leverage Communication Skills

- Make suggestions
- Paraphrase statements
- Challenge assumptions
- Solve problems in collaboration (SBI)
- Find common goals
- Share observations
- Distinguish between intent & impact
Negative Performance Feedback

- Specific behaviors
- Clarify expectations
- Suggestions for future
- Understand feedback & next steps
- Discuss consequences

Encourage dialogue and feedback
Phrasing Difficult Messages

When you said….

What do you recommend as next steps?

Let me check, do you remember it differently?

How did you see it?

When you presented…

What would you suggest?

The way I was impacted…

Given this, we agree to…

what I expect…

I suggest you try…..

I would consider saying/doing…

The impact that had for them was….

Did you get the result you wanted?

During the meeting I remember you…

You might think about…

I noticed the impact on the group…
Common Reactions to Feedback

“…”

“…”

“It’s not that important.”

“It’s not my fault.”

“How dare you?”

“It didn’t happen that way.”

“Whatever.”

Silent

Blamer

Dismisser

Emoter

Arguer

Grinner
Handling Reactions

Proactive planning

Pre-prepared assignment

Have facts ready

Silent
Blamer
Dismisser
Emoter
Arguer
Grinner
Handling Reactions

Handle it in the moment

- Schedule another meeting
- Repeat your message back

Emoter
Grinner
Role Play: Prepare for an Effective Discussion

Performance Issue?
Examples
Personality

Create a Plan
Negative?
Defensive?
Make Them Receptive?

Handout 6

5 minutes
Role Play: Providing Employee Feedback

Role Play

Manager  Employee  Observer

Feedback

Things done well
Area of improvement

20 minutes
Agenda

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Wrap-up and answer questions
Compensation Philosophy

Value 1
Market competitive pay

Value 2
Paying for performance
Value #2: Pay for Performance

Performance Ratings

Unsatisfactory Contribution
Successful Contribution
Exceptional Contribution

$
Sharing Pay with Employees

Opportunity to reinforce messages shared during year-end discussion and express expectations for the employee’s future performance

Share final outcomes

- Market Adjustments
- Pay for Performance
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Questions & Answers