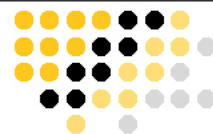




Performance Management Process

Department of Human Resources

Presented by: Wendy Davis



Agenda

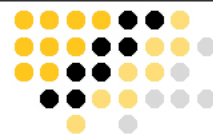
- Why Performance Management?
- Performance Management Cycle
 - Roles
 - Job Descriptions
 - Goal Setting and Development Plan
 - Mid-Year Review
 - Self-Assessment
 - Year-End Review
- Process Timeline and Requirements



Why Performance Management?

- Supports criteria from the Higher Learning Commission for our University's accreditation
- Michigan Tech Strategic Plan, GOAL 1: A world-class and diverse faculty, staff, and student population.
 - 1.1 Outstanding professional environment for all members of the Michigan Tech community.
 - support professional development and leadership opportunities for faculty, staff, graduate, and undergraduate students;
- Non-union Staff members – Currently no standard performance management system in place

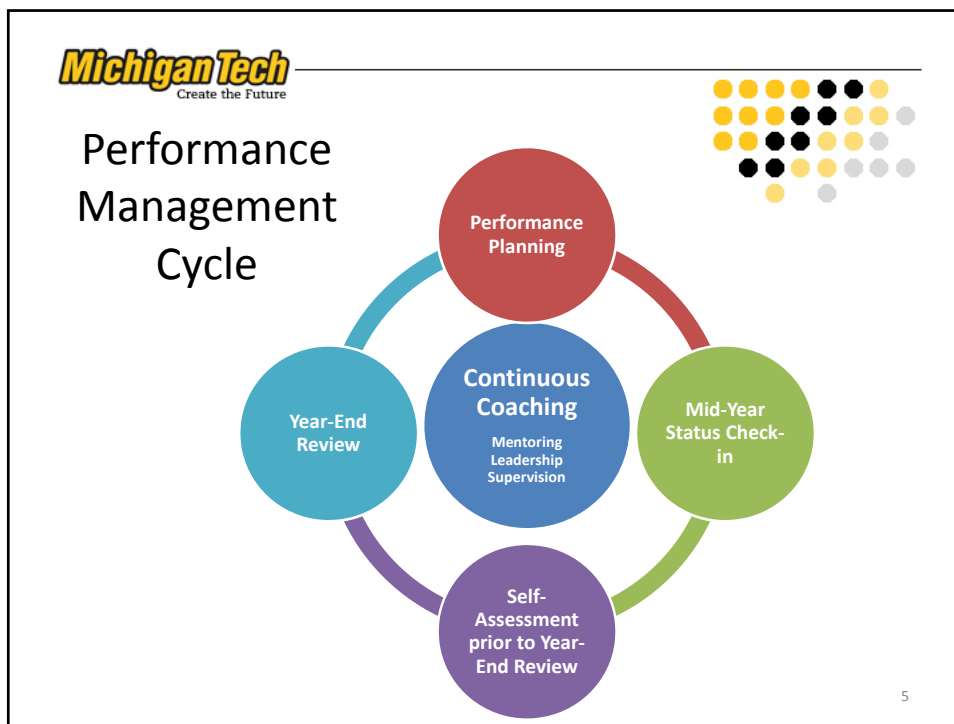
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Why Performance Management?

- Develops and documents evidence of performance.
- Promotes a culture of employee development and performance improvement through coaching and feedback.
- Contributes to increased employee engagement, motivation, and retention.
- Creates opportunities for learning and development.

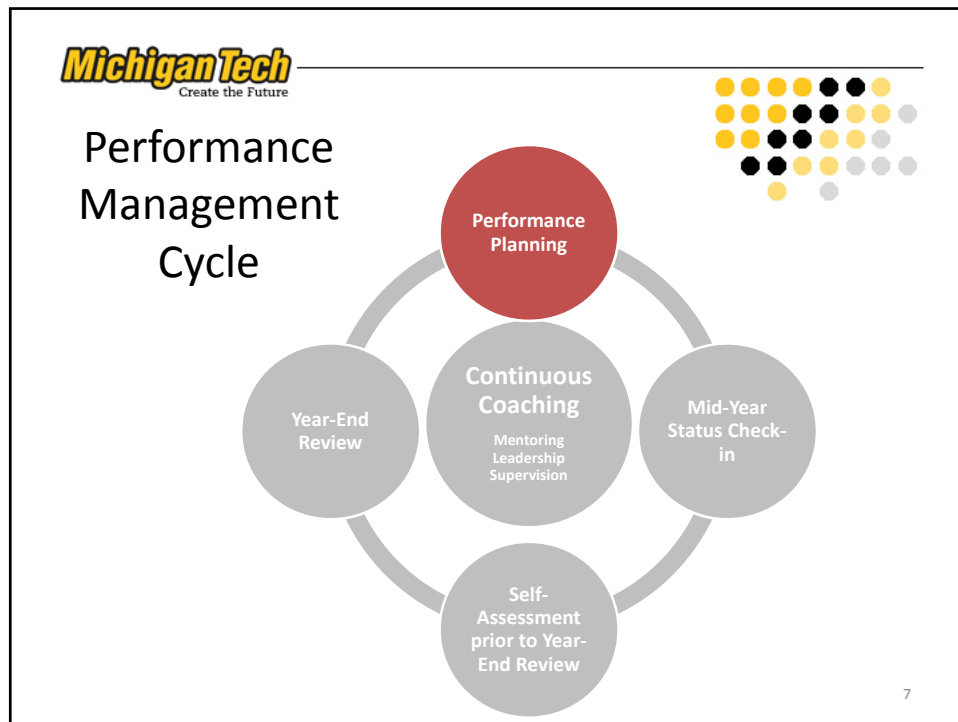
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Performance Management Roles

Role of Supervisor/Reviewer	Role of Employee/Reviewee
<ul style="list-style-type: none"> • Facilitate development of performance goals and set expectations • Be an active contributor to support employee development • Encourage employee input • Monitor employee performance • Provide coaching and feedback 	<ul style="list-style-type: none"> • Be an active contributor in setting your performance goals and the review process • View it as an opportunity to showcase your accomplishments • Be proactive – ask for coaching and feedback, clarify your supervisor’s expectations • Utilize feedback provided

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Leadership Priorities



- Priorities set by leadership can:
 - Help identify or shape employee developmental areas
 - Help set or align performance goals with strategy



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University Competency Model



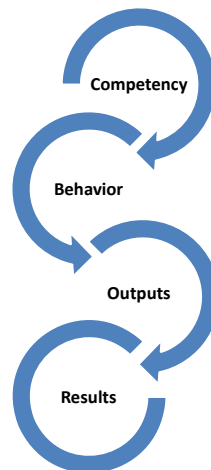
- 5 standard competencies
 - Confidentiality and Sensitive Information
 - Diversity, Cultural Competence, and Inclusion
 - Ethics
 - Service Excellence
 - Fiscal Stewardship
- 6 competencies with varying proficiency levels
 - Leadership
 - Knowledge
 - Accountability
 - Communication
 - Continuous
 - Safety and Risk Management

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Competency Development Plan



- **Competency** is a combination of knowledge, skills, abilities, and attributes in order to perform effectively on the job.
- Competencies are applied in the form of **behavior** (measurable activity)
- Behavior produces **outputs** (products and services)
- And outputs yields **results**



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Performance Goals



- Are short-term objectives set with clearly defined expectations for success.
- Answer the question “What is expected of the employee in their position?”
- Are related to....
 - Department and University goals
 - Leadership Priorities
 - Primary Job Activities
 - Major Responsibilities
 - Projects

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Job Descriptions

- Updated job descriptions
 - Key component for a successful performance management process
 - Provide a basis for goal setting and competency development plan discussions

Job description template available on HR website.

HR Employment Services will send you a job description if they have one on file, please call 7-2280.

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Setting Performance Goals

- **SMART Goals**
 - **Specific:** answers who? what? and why needed?
 - **Measurable:** establish an indicator of progress. How will the goal be measured?
 - **Achievable:** realistic and can be achieved in a specific time frame.
 - **Results-Focused:** what is the expected outcome?
 - **Time Bound:** defined target or deadline date.

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Goal Setting Example 1

Parking Enforcement Agent Job Description



Summary: Under the direction of the Parking Control Officer, this position will coordinate the operations, activities, and functions of the University's parking control program.

Essential Duties:

- Operate parking violation notices equipment
- Understand all parking requirements and regulations
- Issue citations to all parking violators
- Be familiar with all parking lots and facilities on campus
- Provide stranded motorist assistance
- Operate and maintain all parking lot gate equipment
- Understand the parking enforcement software system and provide backup operation supports
- Be familiar with the Banner system for interface with the PVN system
- Maintain and ensure cleanliness of all Transportation Services vehicles
- Assist and train student parking enforcement agents

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Goal Setting Example 1

Parking Enforcement Agent Job Description



Example Goals

1. Rory will ensure cleanliness of all Transportation Services vehicles prior to customer checkout. This will be monitored weekly through review of vehicle audit data and he will use the data to gauge whether current practices should be maintain or if improvements should be sought.
2. Rory is to review and update the training guide/checklist for student parking enforcement agents by August 2014. The guide/checklist is utilized for Fall training of new student staff to ensure they are prepared to provide proper enforcement of parking regulations.

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Goal Setting Example 2

Business Systems Analyst Job Description Auxiliary Services



Summary: Functions as an interface between Auxiliary Services, campus users, and IT divisions including ITSS, Telcom, EAS, and User Services regarding requirements and functionality for both new development and existing production systems. Responsible for data and process integrity and provides system and process expertise for departments within Auxiliary Services.

Essential Duties:

- Work with functional units to analyze and refine business processes, and define and document business process requirements.
- Participate in the implementation of new business process initiatives.
- Act as primary liaison between Auxiliary Services functional units and Information Technology division, including ITSS, EAS, User Services, and Telcom.
- Create or assist creation of documentation of business processes, procedures, and reports.
- Review relevant systems and emerging technologies to facilitate solutions and continuous quality improvements.
- Assist with the development of strategies and long-term plans for metric reporting.

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Goal Setting Example 2

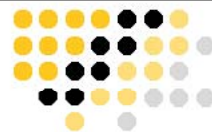
Business Systems Analyst Job Description Auxiliary Services



Example Goals

1. By August 2013, Megan will establish a comprehensive computer replacement schedule to prioritize the order and timing for computer replacements within Auxiliary Services. Replacement prioritization will be based on individual job needs and computer lifecycle in order to maintain necessary computing power levels for all employees.
2. Working with Memorial Union staff, Megan will lead the selection and implementation of a new electronic system for Memorial Union room scheduling to be in place by July 1, 2013. The current system, Scheduler Plus, will no longer be available, effective June 30.

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SMART Goal Activity

Consider how your work performance may be measured.

What performance goal would you set to demonstrate you are successful in carrying out your job activities and major responsibilities?



Performance Management Cycle





Mid-Year Status Checklist

- ✓ Employee and Supervisor connect to review status of performance goals, competency development plan, and overall performance.
- ✓ Modifications are made to goals as needed.
- ✓ Record details of the Mid-Year Status check in on the Performance Management Process Form.

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Performance Management Cycle



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Self-Assessment Checklist

- ✓ Employee assesses their performance during the year.
- ✓ Employee records assessment details on the Performance Management Process Form.

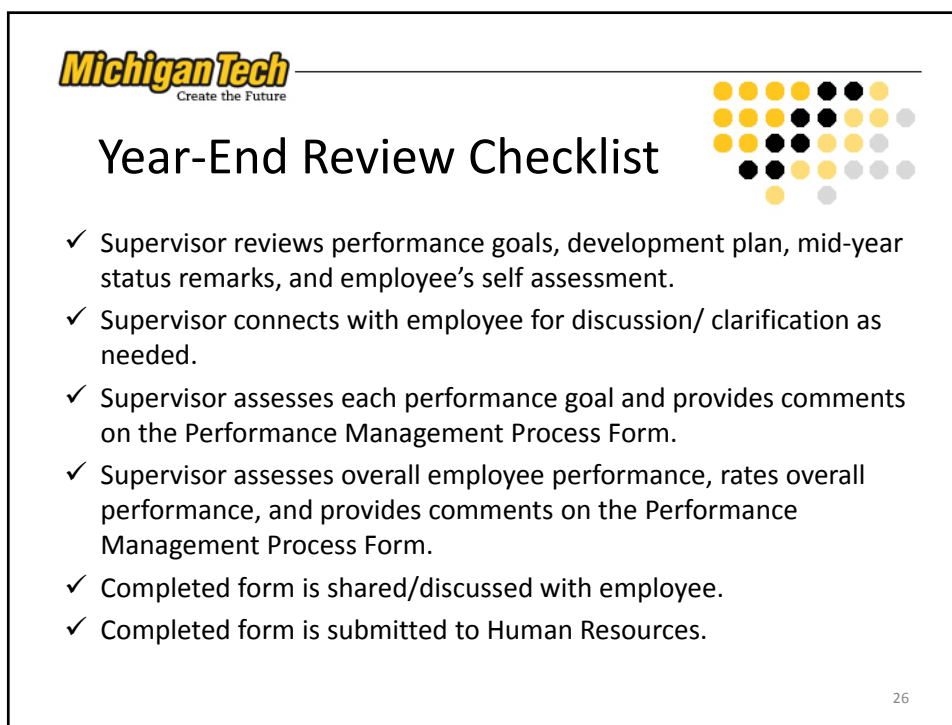
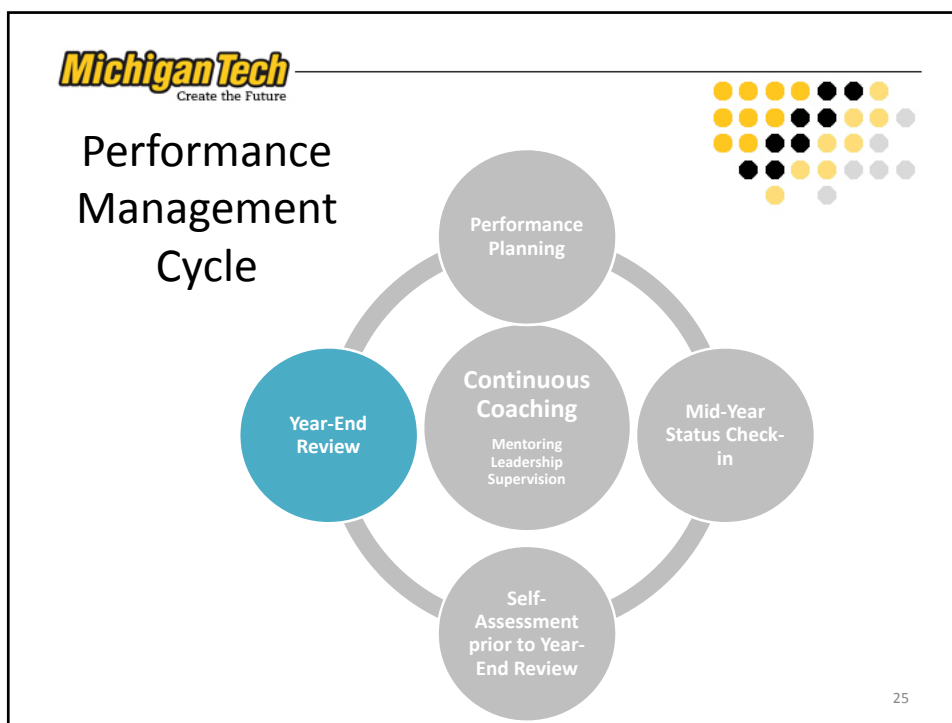
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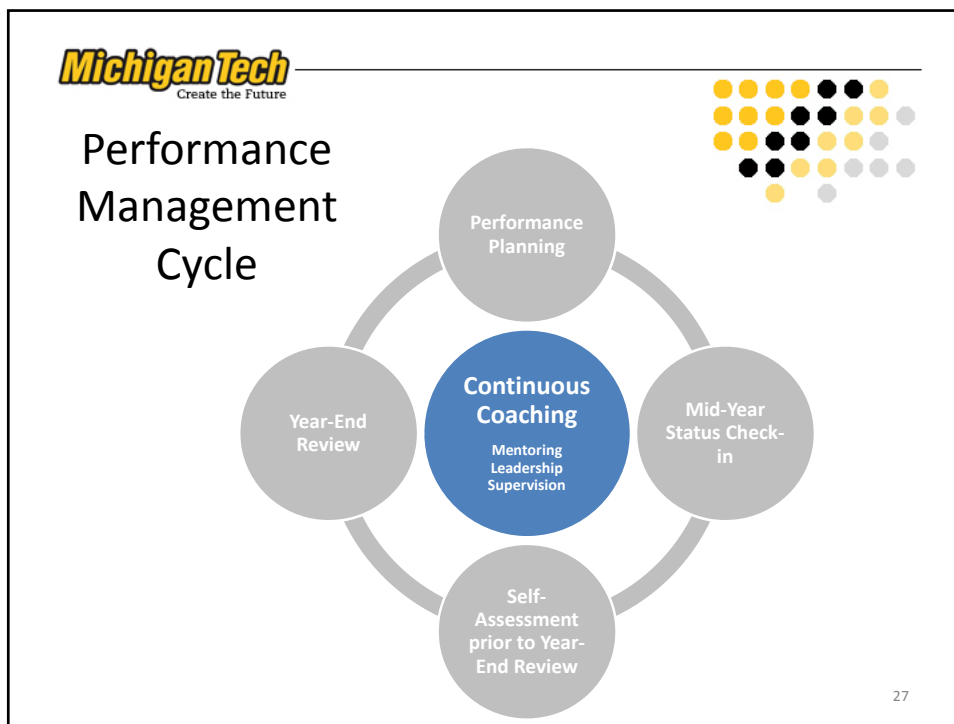


Self-Assessment Tips

- Assist supervisor in understanding accomplishments:
 - Provide specific examples demonstrating how performance goals were reached.
 - Provide details around activities or accomplishments outside of goals (i.e. committee work, participation on special projects, professional development, supporting colleagues).
 - Note level of participation in activities and examples of what was done.
 - Review performance goals and development plan throughout the year and keep a running list/notes of what has been done to meet goals.

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Continuous Coaching

- What is Coaching?
 - Providing timely feedback
 - Probing questions to promote development
 - Supervising
 - Mentoring
 - Supervision
 - Giving advice
 - Listening
 - Seizing learning opportunities
 - Helping someone succeed

Coaching is your way of giving and getting what you need.

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Submission Timeline

Action Item	Cycle Timeline
Performance Planning	Complete in October 2014
Mid-Year Review	Complete in April 2015
Employee Self-Assessment	Complete in September 2015
Year-End Review	Complete <i>and submit</i> by October 15, 2015

Form submission can be made via Campus Mail to Human Resources or via email to performancemanagement-l@mtu.edu

- Completed forms will be filed in the employee's Human Resources personnel file.



Questions?

Performance Management Process materials are available online: <http://www.mtu.edu/hr/current/performance/>