



THE UNIVERSITY OF  
**SOUTHERN MISSISSIPPI**

# Staff Performance Management Process

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## Important Terms

**Performance Cycle**- an annual reoccurrence in which performance discussions will occur throughout the year between the supervisor and employee. The performance cycle starts with planning and holding performance meetings, followed by the monitoring of progress while providing counseling and feedback to maintain forward progress, and culminating in an annual transition to the next cycle.

**Staff Performance Plan** – the template to guide the staff performance plan meeting and establish the goals and objectives for the annual performance cycle:

**Staff Performance Plan Meeting**- the initial meeting held between supervisor and employee to review, discuss, and determine the staff performance plan.

**Follow-up Meeting**- the meeting(s) held between the supervisor and employee throughout the performance cycle. The frequency of these meeting should be agreed upon by the supervisor and employee during the initial staff performance plan meeting.

**Transition Meeting**- annual transition meeting held between the supervisor and employee to restart the performance cycle annually. The job description is once again reviewed, the purpose is reiterated, and the goals and objectives can be re-established for the new performance cycle.

**Engagement Pulse Survey**- survey completed by the employee prior to the staff performance meeting that gives them the opportunity provide feedback to the supervisor regarding the institution, themselves, and their team.

# Performance Management

As the workforce has changed through the years, so have the preferences for how employees want to receive performance feedback. The traditional performance evaluation which includes rater biases and errors is being replaced with a more contemporary approach that is geared towards providing employee development and strategic involvement. The “**contemporary approach**” is a forward-looking approach that allows supervisors to provide employees with ongoing feedback throughout the year. It is designed to provide coaching and development, counseling, and resources to assist employees with their performance and career development on an ongoing basis.

Some of the benefits of the contemporary approach are:

- Ensure employees have a purpose in what they do (vs just a job/paycheck)
- Geared towards coaching & development (vs criticism and feedback)
- Allows forward looking coaching (vs backward looking evaluation)
- Guarantees frequent interactions with employees throughout the year (vs once a year evaluations)
- Allows for potential problems to be addressed sooner (vs waiting until things get critical)

The [performance cycle](#) is an annual reoccurrence in which performance discussions will occur throughout the year. The performance cycle starts with planning and holding performance meetings, followed by the monitoring of progress while providing counseling and feedback to maintain forward progress, and culminating in an annual transition to the next cycle.

Important to note the performance cycle does not include a performance evaluation. The meetings and follow up described are intended to be discussions for planning, goal setting, monitoring and intervention. No ratings or scoring are included in these discussions.

# The Performance Cycle

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## *START OF THE YEAR:*

- Plan performance meeting
  - Hold performance meeting
  - Finalize the staff performance plan
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## *DURING THE YEAR:*

- Meet to review progress of the staff performance plan (as agreed upon)
  - Revise the plan, as needed
  - Provide coaching, counseling, and resources, as appropriate
  - Document your meetings
-

## **Stage 1: Planning**

### ***Setting Expectations***

The planning stage is the first stage of the performance cycle which occurs at the beginning of the plan year. In the planning phase, the supervisor and employee will plan and hold their staff performance plan meeting to acknowledge the purpose of the employee's position and to reinforce what duties and responsibilities need to be taken to ensure that purpose is achieved.

#### **Prior to the Performance Meeting**

##### **Plan the Meeting**

The cycle begins when the supervisor schedules the staff performance plan meeting with the employee. In advance, the supervisor completes the following sections of the Staff Performance Plan document:

**Section 1: Performance Plan Intent-** Supervisor: What would you like to gain from this performance plan

**Section 2: Purpose-** Reflective of the job summary on the job description

**Section 3: How purpose is achieved-** Reflective of the job duties on the job description

When sharing the [Staff Performance Plan](#) document with the employee, the supervisor should also provide some instruction of what is to happen so the employee can be prepared for the meeting. A sample communication is provided on the following page.

## Meeting Invitation Example

I would like to schedule our initial staff performance plan meeting as part of the University's new performance management process. This process begins with you reviewing the attached Staff Performance Plan document, which I have partially filled out. We will go through this document together in a meeting, which is referred to as the annual performance meeting. In advance of that meeting, please complete the *Employee* section under "*What would you like to gain for this performance year?*" which is for you to express what you would like to gain from this Performance Plan. Please complete this section and send back to me prior to our meeting. Our meeting is scheduled for September 16 and should be on our calendars.

Below is an Engagement Pulse Survey that I would also like for you to complete and send back to me along with the Performance Meeting document. If you are uncomfortable completing the survey, you are not required to submit this back to me and we can discuss your concerns in our meeting. This survey is intended as an opportunity for you to provide feedback to me.

(Can be yes/no or you can add comments):

1. I am really enthusiastic about the mission of my company.
2. At work, I clearly understand what is expected of me.
3. In my team, I am surrounded by people who share my values.
4. I have a chance to use my strengths every day at work.
5. My teammates have my back.
6. I know I will be recognized for excellent work.
7. I have great confidence in my company's future.

Please note that at no time is there is an actual performance evaluation; this is intended to be a discussion and planning session with ongoing follow ups focused on helping you be as successful as possible. Let me know if you have questions in advance. If you would like a better understanding of this process, you can find training material on the University Human Resources website ([add link](#)).

# Staff Performance Plan Meeting Template

## Staff Performance Plan

**What would you like to gain from this performance plan?**

Employee:

Supervisor:

**Purpose:** *Briefly describe the purpose of the position (may be taken directly from the summary section of the job description)*

**How purpose is achieved:** *Highlight the main duties and accomplishments of this position to fulfill its purpose (may be taken directly from the job duties portion of the job description)*



## Staff Performance Plan Meeting Example

What would you like to gain from this performance plan?

*Employee: Prepare to become a manager. Start to gain leadership/management skills.*

*Supervisor: Continued growth and development in current role.*

This section will enable conversations about the employee's career aspirations as well as any disconnect about their current needs and progress.

\*In the above example, the employee is indicating they would like to focus on developing into a management role; however, the supervisor is indicating that the focus is more appropriate on growing and developing in the current role. This is obvious a disconnect that will need to be discussed and reconciled in the meeting.

**Purpose:** Briefly describe the purpose of the position (may be taken directly from the summary section of the job description).


*The Human Resources Partner provides consulting and day to-day operations support to University leadership in the areas of employee relations, wage and salary administration, talent acquisition, and policy/procedure administration. Additionally, the partner helps to implement and communicate human resources strategies and programs.*

This section connects the duties of the position with its purpose and helps the employee to understand why their job is important. Why does this job exist?

\*If the job summary of the job description does not convey the purpose of the job, then this might be an opportunity to rewrite that portion of the job description.

**How purpose is achieved:** *Highlight the main duties and accomplishments of this position to fulfill its purpose (may be taken directly from the job duties portion of the job description)*

1. *Serves as a dedicated, proactive resource for assigned business units. Responds to questions and requests for information in a timely fashion. Advises on policies and procedures and makes recommendations for decision making.*
2. *Consults and supports leaders on the talent acquisition process including but not limited to assessing need, composing job descriptions, posting jobs, identification of recruitment sources, assistance with interviewing and selecting, managing the online application system, job offers, and reporting. Provides information and guidance on compensation and classification.*
3. *Implements and provides training on tools and resources for hiring, employee relations, classification/compensation, and performance management. Conducts needs assessments for HR initiatives and programs. Assists in the development and facilitation of training programs.*
4. *Assists in resolving problems or concerns of general grievance and other human resources issues. Participates in investigations, helps to resolve workplace problems and ensures adherence to the university grievance process.*
5. *Participates in the development and implementation of new HR programs, policies and processes.*



This section lists the job duties right off the job description. The employee achieves purpose by performing the responsibilities of the position.

\* This is an opportunity to review the job description to ensure it is accurate and up to date, and if not, to rewrite any portions needing updating.

### **Send Employee the Engagement Pulse Survey**

In addition to providing the Staff Performance Plan document in advance, the supervisor also sends the [Engagement Pulse Survey](#) to the employee at the same time. The employee should be encouraged to fill it out and send back in advance, but this is not required.

The Engagement Pulse survey was created by The Marcus Buckingham Company and was designed to gauge how effectively leaders are engaging their teams. Asking the employee to respond to the Engagement Pulse Survey allows this process to be a two-way street where both parties receive feedback from the other. The answers to these questions also enable the leader to make appropriate changes in the department to help create the environment where employees can be most successful.” These particular statements have been crafted to be safe (non-accusatory) as well as actionable, providing a team leader with the insight required to more effectively and intentionally engage employees. To learn more about the Engagement Pulse Survey, a whitepaper is available [here](#).

#### **Engagement Pulse Survey**

1. I am really enthusiastic about the mission of my institution.
2. At work, I clearly understand what is expected of me.
3. In my team, I am surrounded by people who share my values.
4. I have a chance to use my strengths every day at work.
5. My teammates have my back.
6. I know I will be recognized for excellent work.
7. I have great confidence in my institution’s future.
8. In my work, I am always challenged to grow.

Survey Question	Reason
<p><b>1. I am really enthusiastic about the mission of my institution.</b></p>	<p><b>Mission/Purpose:</b> Great supervisors help their team members understand the purpose of their work and how that work provides benefits to the institution as a whole and its outcomes. Team members who are more engaged are more willing to personally invest for something they believe in deeply.</p>
<p><b>2. At work, I clearly understand what is expected of me.</b></p>	<p><b>Work expectations:</b> Supervisors have the responsibility to make expectations of their employees transparent and clear. Employees who understand their expectations are happier and more engaged with their team leader and institution as a whole.</p>
<p><b>3. In my team, I am surrounded by people who share my values.</b></p>	<p><b>Share my values:</b> Employees want to work with individuals who care about them and share their personal values and organizational commitment. Developing relationships with like-minded people builds trust, improves communication, and spurs other valuable outcomes.</p>
<p><b>4. I have a chance to use my strengths every day at work.</b></p>	<p><b>Use my strengths:</b> Supervisors who understand the strengths of their team will help utilize the talents and skills that make their team members fully engaged. Employees who use their strengths provide outstanding performance for the Institution.</p>
<p><b>5. My teammates have my back.</b></p>	<p><b>Have my back:</b> Working together and developing relationships allows teams to feel supported. Great supervisors help to foster this sense of protection when unanticipated situations arise. Teams that endorse this statement have greater communication and trust in one another.</p>
<p><b>6. I know I will be recognized for excellent work.</b></p>	<p><b>Recognition for excellent work:</b> Great supervisors provide constant feedback to their employees to let them know their work is important. Recognition is not a once-a-year project, but an ongoing feedback loop focused on performance. Employees need to know that their efforts are being recognized and supported.</p>
<p><b>7. I have great confidence in my institution's future.</b></p>	<p><b>Confidence in the future:</b> Managers have the responsibility to be the connection (eyes and ears) between the Institution and their employees. Employees need to feel comfortable that the company in which they are investing in will be around to support them in the future.</p>
<p><b>8. In my work, I am always challenged to grow.</b></p>	<p><b>Challenged to grow:</b> Supervisors are responsible for the growth of their employees. A deep understanding of each individual's strengths will allow the supervisor to provide challenging opportunities for each employee to grow. Continued support to learn and grow is part of the work-life benefit provided by an institution.</p>

## **During the Performance Plan Meeting**

### **Hold the Staff Performance Plan Meeting**

During the meeting, the supervisor and employee meet to review and discuss the Staff Performance Plan document.

#### Section 1- Wat would you like to gain?

This section allows the supervisor and employee a chance to list what they would like to gain from the Performance Plan. It will also enable conversations about the employee's career aspirations as well as any disconnect about their current needs and progress. For example, if an employee's desire is to focus on achieving a management role but the supervisor feels as though there are challenges in the current role that need to be addressed, this demonstrates the disconnect and opens up the opportunity to discuss further. Or perhaps the supervisor is expecting that this employee will step up into a leadership role in the future, but the employee has no desire to do so; that too would be brought out in this discussion. The end goal of the performance plan is for the employee to be successful at meeting the goals and expectations of the positions, so if you are not on the same page as to what those goals and expectations should be, then we are setting the employee up for failure.

#### Section 2- Purpose

This section is what provides the employee purpose. Why is their job important to the institution? The supervisor can help team members see how their work connects to a broader purpose, reminding them and helping them to see the larger context of their efforts. If a team leader can engage and inspire team members to believe in the mission, then those team members will be more actively engaged with the Institution.

One way to bring the purpose to life is to talk through what would happen if this position didn't exist. Everything that would go wrong or not get completed helps provide purpose for the role. With purpose comes pride- the work I do is important. Remember, giving team members a purpose in what they do is one of the main pillars of our performance management process.

*Note:* if the *Job Summary* of the job description does not read reflective of a purpose, consider revising it so that is made clear for the employee.

#### Section 3- How Purpose is Achieved

This section allows for discussion on the job expectations and to address any issues, concerns and questions about those expectations. The goal of section 3 is to ensure the supervisor and employee are on same page as to what is expected of the role. This discussion should clearly define the main duties and expectations of the employee's position. This will ensure that the employee has a clear understanding of their duties and responsibilities, and how those duties are achieved.

During this discussion, issues and disagreement may occur, which should be resolved. For example,

- A duty on the job description is not an actual expectation of the job. This is an opportunity to update the job description to ensure that expectations are accurately captured and mutually understood.

- A disagreement occurs as to whether the employee is expected to perform one or more of the duties. This is an opportunity for the supervisor and the employee to get on the same page as to the expectations. Ultimately, the supervisor determines the duties of the job, and this is an opportunity to be clear on what is expected.
- The employee performs work that is not listed. This is an opportunity to clarify any misunderstandings and to update the job description if deemed necessary. As job descriptions are not intended to include every single duty of the position but be more of an overall summary of the responsibilities of the position, a job description update isn't required but maybe an acknowledgement of the full extent of the role.

Section 3 discussions are a great opportunity for the leader to fully explain what is expected of that job duty- what does performance look like in their eyes? For example, the employee may be performing all or part of the duty but not quite to expected standards, or they are performing well, and the supervisor wants to explain what "taking it to the next level" looks like. Remember, people don't know what they don't know so they need you to explain what fully performing the role looks like and what doing it well looks like in comparison to just doing it.

By the end of Section 3, the discussion should make clear the focus that Section 4 should take: do gaps in performance exist where improvement is needed, is the employee performing well but has opportunity to take performance to the next level, or should the focus be on growth and development beyond the current position. This is discussed more in Section 4.

See the [What if Scenarios](#) for more information about navigating discrepancies.

#### Section 4: How to Ensure Purpose is Fulfilled

The completion of this section is a collaborative effort between the supervisor and the employee. Now that a purpose has been established with a mutual understanding of performance expectations, goals and objectives can be established. Section 4 is intended to be forward looking focused on preparing the employee for the year to come.

**How to ensure purpose is fulfilled:** *Provide a description of goals and objectives for the next review period (may attach a PIP or Development Plan).*

Click or tap here to enter text.

Goals and objectives may take different forms depending on the needs of the department, the employee's performance level, and anticipation of changes to come. Perhaps the department has standard goals for a particular position, such as a certain number of meetings to be held or sales to be made or dollars to be raised. Those can be included in this section, as those goals exist to fulfill the purpose of the job. If those goals do not fulfill the purpose of the position, then the supervisor should reevaluate the purpose and intent of those goals before moving forward.

Outside of established position/department goals, Section 4 should be focused on aiding the employee to fulfill the responsibilities of their job, and if that is already occurring, continue to grow and develop their skills and abilities. In some cases, the employee may already be a high performer with no intentions or ability to promote further, in which case, the goals could then focus on maintaining engagement in the position and/or mentoring and training others. Establishing the focus of the goals is discussed more in the below chart.

Before reviewing the chart, it's important to note that the employee may have a different priority than the supervisor. The supervisor should guide the direction of the focus. For instance, the employee may wish to focus on growing their knowledge and skills for a promotion; however, if they are having issues with their current position, then those issues need to be addressed first before aspirational goals. The conversations held in Sections 1 and 2 should help make clear for both what the focus area should be for goals and objectives.

**How to ensure purpose is fulfilled:** *Provide a description of goals and objectives for the next review period (may attach a PIP or Development Plan).*

### Priority 1

*If the employee has opportunities for improvement in performance or behavior, then the focus should be on how to improve in the current role:*

1. Performs all duties outlined on the daily checklist and maintains updated and accurate checklist.
2. Be good a good team player and complete your share of responsibilities when cleaning large public areas.
3. Respond to emergency situations timely.
4. Attend training for the wet vacuum and pressure washer.
5. Abide by your schedule by adhering to the attendance policy, being on time, and working your full shift.

Provides clear guidance for what performing at expectations looks like.

### Priority 2

*If the employee is performing at expectation and has room to grow and develop themselves even more in the role, then the focus should be on how to advance their performance in the position:*

1. Assist foreman in determining building needs including supplies, maintenance, repairs, etc.
2. Maintain a clean and organized janitorial closet.
3. Maintain a positive attitude in meeting the needs of customers.
4. Accepts assignments to volunteer to float to the other buildings in the absence of other custodians.
5. Be available for call-backs if needed for emergency situations or after hour events.

Reflects actions that are above and beyond performing at expectation.

### Priority 3

*If the employee is a high performer with no need for growth and development in the current role, then the focus should be preparing for the next level or maintaining motivation*

1. Assist professional development opportunities as available.
2. Volunteer to serve as foreman on days your foreman is out of office.
3. Train on other types of equipment used in the department.
4. Volunteer to be a trainer or "buddy" to new hires.

As there is no more to learn in the current role, focus instead on helping the employee to advance their career, to stay engaged, or provide mentoring/training to others.

This section is for planning what actions are needed to achieve the goals over the next year. The focus of the actions (priority level) is based on the current performance of the employee.



Note that if the employee's performance or behavior needs improvement, consider corrective action or a performance improvement plan to document and address those problems. As this performance document is not intended to be an evaluation nor is it a formal document placed in their personnel file, these plans should be treated as discussions and planning- not corrective action. See your HR Partner to discuss further.

#### Section 5: Additional Comments

As indicated, this section may be used to document anything relevant. The supervisor may simply want to acknowledge appreciation for the contribution the employee makes or maybe reiterate that improvement is required to meet expectations. This section is not required; use as appropriate.

#### Section 6: Acknowledgements

And important component of the performance cycle is that follow up meetings and further discussions occur throughout the year. This ensures that improvement is occurring as needed in a timely fashion, the employee is receiving ongoing affirmation and recognition, and the goals and objectives can be updated as circumstances change (the employee's performance declines, business needs change, timelines change, etc.).

The frequency of follow-up meetings should be determined mutually between the supervisor and the employee. Frequency should be determined by severity of performance issues, the need for frequent updates to stay on track, or simply the personal needs of the employee (everyone will be different). Caution- do not overcommit and then fail to meet the obligation; be sure to commit to a schedule that is reasonable to meet.

In addition to determining how frequently follow-up meetings will be held throughout the year, at this time the parties should also determine who is responsible for scheduling those meetings. This is a mutual decision between the two parties based on the individual circumstances.

**Additional Comments:**

Click or tap here to enter text.

**Frequency of on-going meetings to discuss progress on goals/objectives:**

- Monthly       Quarterly       Other \_\_\_\_\_

**Acknowledgements:**

Only commit to what is reasonable to adhere to.  
Frequency will depend on level of performance or  
individual need.

**Engagements Pulse Survey**

At some point during the meeting, the supervisor and employee will go over the [Engagement Pulse Survey](#) and discuss any issues that might arise. This part allows the employee to give feedback to the supervisor about working conditions and barriers. If the employee did not submit the survey in advance, the supervisor may include it as part of the performance meeting. Even if the employee provided the survey in advance, the supervisor can still use this meeting to discuss or clarify anything needed. The employee should not be required to complete the survey or provide feedback. However, if they choose not to, then that is feedback in and of itself to be considered (could they be afraid to give feedback?) and to help plan improvement actions to address.

**Closing the Meeting**

Once the discussions have occurred, goals and objectives have been agreed upon, frequency of follow-up meetings determined, and both parties sign-off, then both parties should get a copy of the completed staff performance plan. Note that this document should not be sent to Human Resources for the personnel file. This is an informal discussion document between the employee and supervisor.

## Stage 2: Performing & Reviewing

### *Ongoing Tracking & Feedback/Reviewing Progress*

#### **Follow-Up Discussions**

After the performance meeting, the agreed upon initiator should schedule follow-up meetings based on the agreed upon schedule. During these meetings, the discussion should be centered around each action item and its progress.

- Review with the employee the progress being made on goals and objectives
- Discuss any anticipated barriers or changes to come
- Determine if the employee needs any assistance or additional resources
- Decide if meeting dates need to be revised (may need to meet more frequently if the employee needs more assistance)
- Determine if each action item is still a realistic goal for that performance plan (If not, a revision should be made to the plan)

A revision can be made to the performance plan at any point during the performance plan year. Prior to the change, the revision should be agreed upon by both the supervisor and employee and documented.

- If the employee is experiencing performance or behavior problems, HR tools such as progressive discipline can be utilized outside of or in conjunction with this process (work with your HR Partner).
- The supervisor may also document progress and action items on a [Coaching Log](#) during the year to reference during the performance meeting (if needed). The log is used as an overview of each conversation, including action items and changes discussed, during the performance plan period. The supervisor should record the details of the discussion including any actions or expectations that should be performed. The coaching log is maintained by the supervisor and does not need to be sent to HR for the personnel file.

## Annual Transition

### **The Transition Meeting**

Unlike a traditional performance process where the plan year ends with an evaluation, our Performance Cycle does not have an end of year review. The performance cycle never really ends but transitions to a new performance cycle year. The transition meeting ensures that at least annually the job purpose is reiterated, the job description is reviewed, and the goals and objectives can be re-established.

### **Prepare for the Next Performance Cycle**

Prior to the annual transition meeting of the performance cycle year, both the supervisor and employee should give consideration to the progress of the goals and objectives listed on the performance plan.

- Were they fulfilled? Should they continue to be included on next year's performance plan?
- Is additional or different coaching and counseling needed going into the next performance cycle year?
- What are the University or department goals/priorities for the coming year that may impact/change the goals & objectives for the employee?
- Were any changes made in the previous year or need to be made in the upcoming year to the position and its purpose, which may impact the job description and the goals & objectives for the coming year.

Ultimately, this is a continuous cycle with no real end but more of a transition from plan year to plan year. The goal of the annual transition is to establish where things are and where things need to be in preparation for the new plan year.

## What If Scenarios

### **What if the employee is refusing to participate in the staff performance management process?**

Encourage the employee to watch the Staff Performance Plan Process for Employees [information video](#) so that they can understand the new process and its purpose. If they still have concerns, do you know why? Can you answer their concerns and questions? Ultimately these meetings are intended to be in their best interest. If they don't want to participate then they are missing out on feedback, a chance to share their concerns and issues, an opportunity to get help, all things that are intended to help them be successful. We recommend that you speak to your HR Partner.

### **What if the employee is insistent on focusing on personal development when there are issues in the current performance?**

This is not unusual and makes this discussion even more critical because there is a disconnect that needs to be addressed. If an employee is having issues in their current role, that needs to be our number one priority as the person cannot successfully advance if they are unable to perform in the role they are in. We want to help all employees achieve their personal goals, but it is important to identify the first step in getting there. Improving areas of opportunity presently is always step 1. As you and the employee review the first section of the performance document together this conversation will flow naturally from that disconnect. You may also call your HR Partner for assistance.

### **What if there is disagreement about the job duties?**

This can take various forms, such as the employee does not believe certain duties should be a part of their job or they think additional duties should be listed. This is an opportunity for you to reconcile those differences. If there are duties listed on the job description that the person doesn't perform and you agree is not part of the job, then a job description update can be done (get with your HR Partner). However, just because the employee doesn't think the duty should be part of the job doesn't mean you have to agree with them. Ultimately you are the supervisor, and you get to determine what the job duties should be. Oftentimes we perform more duties than might actually show up on the job description and it is up to you to determine if it is significant enough to warrant a job description update. HR advises that job descriptions not list the minutia of the role but be a summary of the types of responsibilities of the position.

### **What if we don't agree on the goals and objectives?**

As these plans are intended to be in the benefit of the employee, our role is to be honest and provide the feedback and guidance that we believe is best. If the employee chooses to reject that, then the employee will not be able to make the changes or meet the objectives needed in order to be successful. That is what we need to make clear. If the employee has areas in need of improvement and they are resistant to your feedback, we recommend talking to your HR Partner about the appropriateness of addressing the issues through progressive discipline. We recommend that you give the employee your feedback and suggestions and then it is up to them to do with it what they want (and then for you to decide how much of an issue it is).

**What if the employee wants me to commit to frequent meetings?**

Meeting frequency is to be mutually decided, and we highly encourage you to not commit if you will not fulfill that commitment. Each individual situation will be different. If a person is struggling, you are urged to commit to what is necessary.

**What if the employee is having issues in the current role?**

Any areas of improvement in the current role should always be priority number one. It is a waste of everyone's time and effort to focus on future promotability if the current situation is in jeopardy. If an employee is resistant, then they might not fully grasp the situation and you need to be clear with them that there are problems that have to be addressed.

**What if the employee is doing a great job in the current role?**

First and foremost, use this as an opportunity to recognize them for the work they do. Praise them. Acknowledge them. Thank them. This then becomes a mutual discussion as to where the focus should be. Are there still opportunities to learn in the current job and take things to the next level? Is the person interested in possible promotion opportunities and needs some skill development or experiences that you can assist with? If things are good, our focus should be on keeping them good and how we can continue to support the employee.

**What if the employee is already exceeding expectations of the role?**

First and foremost, use this as an opportunity to recognize them for the work they do. Praise them. Acknowledge them. Thank them. This then becomes a mutual discussion as to where the focus should be. Is the person interested in possible promotion opportunities and needs some skill development or experiences that you can assist with? Sometimes people are where they are going to be and a job change isn't in the future (for a variety of reasons), so the focus might be on how to keep them engaged and motivated. Perhaps how to utilize their extensive expertise to cross-train others.

**What if the employee is getting ready to retire soon?**

If a person is getting ready to retire, the focus should be on the transition of duties and getting the department ready for their departure. Perhaps they should be cross-training, training a back-up or even training their replacement.

**What if the employee is not meeting the goals and objectives established?**

The periodic meetings throughout the year are an opportunity to address these issues. In those meetings you should talk about how things are going and give the employee the opportunity to tell you about any barriers or issues they are having. It is also an opportunity for you to give them feedback that they are not progressing in a way that meets expectations. Reevaluate the goals and objectives- are they realistic? Do they need to be rewritten? You may also want to talk to your HR Partner about the possibility of progressive discipline.

**What if the employee asks for a raise or promotion?**

Raises and promotions are outside of the focus of this process. This process is intended to help the employee be as successful as possible both in their current job and their ability to grow into new jobs. Raises and promotions are possible outcomes of that success, but, like progressive discipline, are managed by their own policies and processes.

**What if the employee's performance is problematic?**

Contact your HR Partner to discuss the possibility of progressive discipline.

**What if the employee does not want to answer the Engagement Pulse Survey?**

They don't have to, it is optional. However, their refusal to participate is feedback in and of itself. This lets you know that they have concerns, that they don't feel safe. This is an opportunity for you to recognize that there are trust issues and for you to work on that with the employee. Reach out to your HR Partner for assistance.

**What if I don't have time to dedicate to this?**

If you don't have time to dedicate to this process, you are likely going to spend time instead dealing with vacancies, poor performance and bad behavior. This process is an investment in our employees. We are showing them that we care about them and are willing to spend the time and effort helping them be as successful as possible. This process is about proactively addressing issues. If you choose not to invest in the proactive address of issues, then you are very likely to spend your time reacting to the issues instead.

## Performance Management Resources

1. [Staff Performance Meeting form](#)
2. [Example of Staff Performance Meeting form](#)
3. [Engagement Pulse Survey](#)
4. [Engagement Pulse Survey Whitepaper](#)
5. [Coaching Log](#)
6. [HR Partner Website](#)



## Staff Performance Plan

<b>Name:</b> Click or tap here to enter text.	<b>Employee Number:</b> Click or tap here to enter text.
<b>Position:</b> Click or tap here to enter text.	<b>Department:</b> Click or tap here to enter text.
<b>Direct Supervisor:</b> Click or tap here to enter text.	<b>Annual period:</b> Click or tap here to enter text.

### What would you like to gain from this performance plan?

Employee:

Supervisor:

**Purpose:** *Briefly describe the purpose of the position (may be taken directly from the summary section of the job description)*

Click or tap here to enter text.

**How purpose is achieved:** *Highlight the main duties and accomplishments of this position to fulfill its purpose (may be taken directly from the job duties portion of the job description)*

Click or tap here to enter text.

**How to ensure purpose is fulfilled:** *Provide a description of goals and objectives for the next review period (may attach a PIP or Development Plan).*

Click or tap here to enter text.

**Additional Comments:**

Click or tap here to enter text.

**Frequency of on-going meetings to discuss progress on goals/objectives:**

- Monthly       Quarterly       Other \_\_\_\_\_

**Acknowledgements:**

\_\_\_\_\_  
**Employee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Supervisor Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Department Head**

\_\_\_\_\_  
**Date**

## Staff Performance Plan Example

<b>Name: Jane Doe</b>	<b>Employee Number: 12345</b>
<b>Position: HR Partner</b>	<b>Department: University HR</b>
<b>Direct Supervisor: Krystyna Varnado</b>	<b>Annual period: July 20-June 21</b>

### What would you like to gain from this performance plan?

Employee: Prepare to become a manager. Start to gain leadership/management skills

Supervisor: Continued growth and development in current role

**Purpose:** *Briefly describe the purpose of the position (may be taken directly from the summary section of the job description)*

The Human Resources Partner provides consulting and day to-day operations support to University leadership in the areas of employee relations, wage and salary administration, talent acquisition, and policy/procedure administration. Additionally, the partner helps to implement and communicate human resources strategies and programs. This position requires an individual who is skilled in human resources practices, relationship management and demonstrates effective communications with individuals at all levels within the supported lines of business.

**How purpose is achieved:** *Highlight the main duties and accomplishments of this position to fulfill its purpose (may be taken directly from the job duties portion of the job description)*

1. Serves as a dedicated, proactive resource for assigned business units. Responds to questions and requests for information in a timely fashion. Advises on policies and procedures and makes recommendations for decision making.
2. Consults and supports leaders on the talent acquisition process including but not limited to assessing need, composing job descriptions, posting jobs, identification of recruitment sources, assistance with interviewing and selecting, managing the online application system, job offers, and reporting. Provides information and guidance on compensation and classification.
3. Implements and provides training on tools and resources for hiring, employee relations, classification/compensation, and performance management. Conducts needs assessments for HR initiatives and programs. Assists in the development and facilitation of training programs.
4. Assists in resolving problems or concerns of general grievance and other human resources issues. Participates in investigations, helps to resolve workplace problems and ensures adherence to the university grievance process.
5. Participates in the development and implementation of new HR programs, policies and processes.

**How to ensure purpose is fulfilled:** *Provide a description of goals and objectives for the next review period (may attach a PIP or Development Plan).*

**If performance improvement is needed-** *spell out exactly what the duties should look like to perform at expectation*

- Job postings
  - Review and edit before posting
  - Once posted, communicate the appropriate hiring toolkit
  - Review your postings and conduct regular clean-up
- HR is the role model
  - Your professionalism should never be questioned
  - Be where you are supposed to be when you are supposed to be
  - Model the behavior outlined in our policies
- Training sessions- Participate as a facilitator in our Cornerstone trainings

**For continued growth and development within the job-** *The basics are already being done, so focus is on how to take the job/performance to the next level*

- Manage the New Leader Orientation project to completion by deadline
- Work more interdependently with other HR team members to enhance communication and consistency
- Attend webinars on subjects such as Dealing with Difficult Employees or Building Resiliency or Working Remotely

**For growth and development for advancement-** *The employee is already exceeding performance expectations so the focus is on promotional growth and/or staying engaged and motivated in current role*

- Begin classes for a Master's degree
- Take the lead on projects and be a resource for the other partners
- Gain supervisory experience by managing the student workers
- Join staff council or other University committees
- Train a back-up for the Cornerstone updates

**Additional Comments:**

*This section may be used by the supervisor or to the employee to convey appreciation or support or additional information not already covered.*

**Frequency of on-going meetings to discuss progress on goals/objectives:**

- Monthly**       **Quarterly**       **Other** \_\_\_\_\_

**Acknowledgements:**

\_\_\_\_\_  
**Employee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Supervisor Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Department Head**

\_\_\_\_\_  
**Date**

## **Engagement Pulse Survey**

- 1.** I am really enthusiastic about the mission of my institution.
- 2.** At work, I clearly understand what is expected of me.
- 3.** In my team, I am surrounded by people who share my values.
- 4.** I have a chance to use my strengths every day at work.
- 5.** My teammates have my back.
- 6.** I know I will be recognized for excellent work.
- 7.** I have great confidence in my institution's future.
- 8.** In my work, I am always challenged to grow.