WHITMAN COLLEGE

Reimagining Performance Management

STAFF TRAINING

March 2022

Today's goals

- The value of effective performance management
- 3 components of performance management
- Whitman's new performance management model
- Timeline of performance management process
- Using BambooHR for performance management

Whitman College

Performance Management is a PROCESS, that:

- Involves **communication** between a supervisor and an employee
- Is **ongoing**
- Ensures the work we do is **in support of accomplishing** the goals of our department
- Helps employees fulfill their **potential**

Whitman College

The dreaded annual performance review

- It takes time & effort.
- They are often overly complicated.
- “Formal” feedback can be scary and anxiety-producing.
- It is frequently out of context because of lag time.

Whitman College

Annual reviews are losing relevance

- Fewer organizations are using annual reviews:
  - 2016: 82%
  - 2017: 65%
  - 2018: 58%
  - 2019: 54%
- Effective feedback is:
  - timely,
  - frequent, and
  - a continuous process
  - that engages employees.

Whitman College

Good performance management adds tremendous value

- Helps satisfy our desire as employees to grow and develop.
- Improves communication between employee & supervisor.
- Aligns our work with our department and institution.

Whitman College

3 components of effective performance management

1. Ensuring departmental core values & priorities drive our work

2. Assessing performance
    - Performance assessment
    - Feedback from others
    - Ongoing conversations between supervisors and employees

3. Goal setting

Whitman College

Assessing performance

(1) ASSESSMENTS

- Employee self-assessment
- Supervisor assessment

(2) FEEDBACK FROM OTHERS

Whitman College

What should assessments measure?

PERFORMANCE

- Measures where someone has been and where they currently are.

ENGAGEMENT

- Understanding engagement helps make sense of the future.

Whitman College

Feedback

Feedback from others

- Feedback from others creates the opportunity to put together the whole picture.
- It is important for feedback to be given anonymously and for supervisors to protect anonymity.

Performance conversation

- One-on-one conversation**s** between employee and supervisor to talk about assessments
- Entering the conversation in right frame of mind & being prepared
- Assessments & feedback drive goals setting

Whitman College

Setting goals

- Goals should be established collectively.
- Make sure goals align with core values, priorities, and areas that need improvement in performance and/or engagement.
- Find ways for goals to leverage your strengths & talents.
- Document your goals and regularly revisit in one-on-one meetings with your supervisor.

Whitman College

Setting goals

Make sure goals are SMART:

- Specific
- Measurable
- Attainable
- Relevant
- Time bound

WHITMAN COLLEGE

Whitman's new performance management model

1. Assessment
   - Self-assessment
   - Supervisor assessment
2. Performance review conversation
3. Feedback invitation
   - Feedback from 1-10 others (make sure to include employees of supervisors)
4. Goal-setting
5. Ongoing one-on-one conversations to share peer feedback & monitor performance, engagement, and goal progress.
6. Repeat (every 4 months).

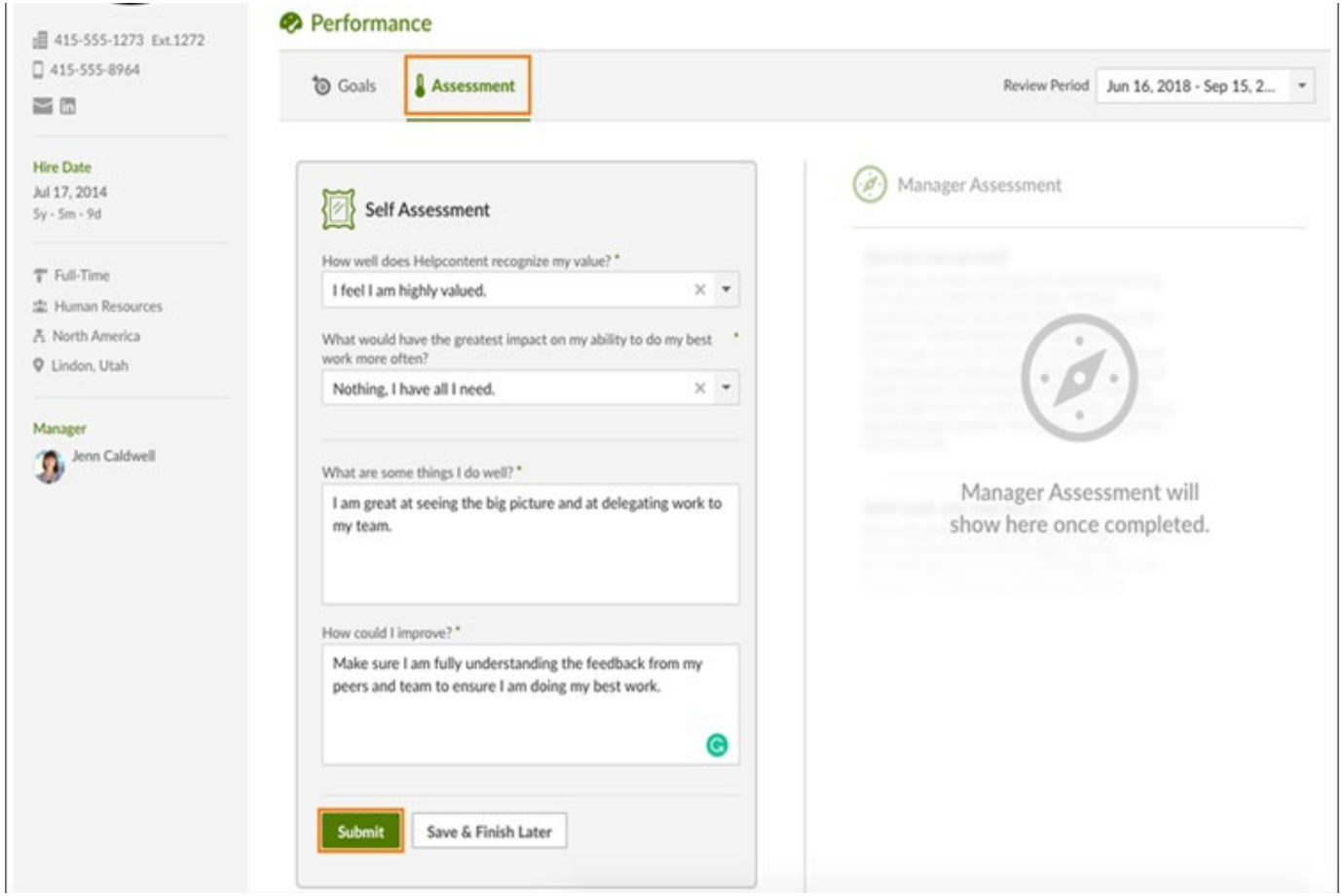
WHITMAN COLLEGE

Timeline

- Apr. 1: Assessments go live in BambooHR
- Apr. 1 – Apr. 30: BambooHR sends email reminders
- May 1: Assessments close
- Month of May: Performance review conversations
- Mid May – mid June: Others provide feedback
- July: HR invites your feedback about the process
- Aug. 1: The process begins again!

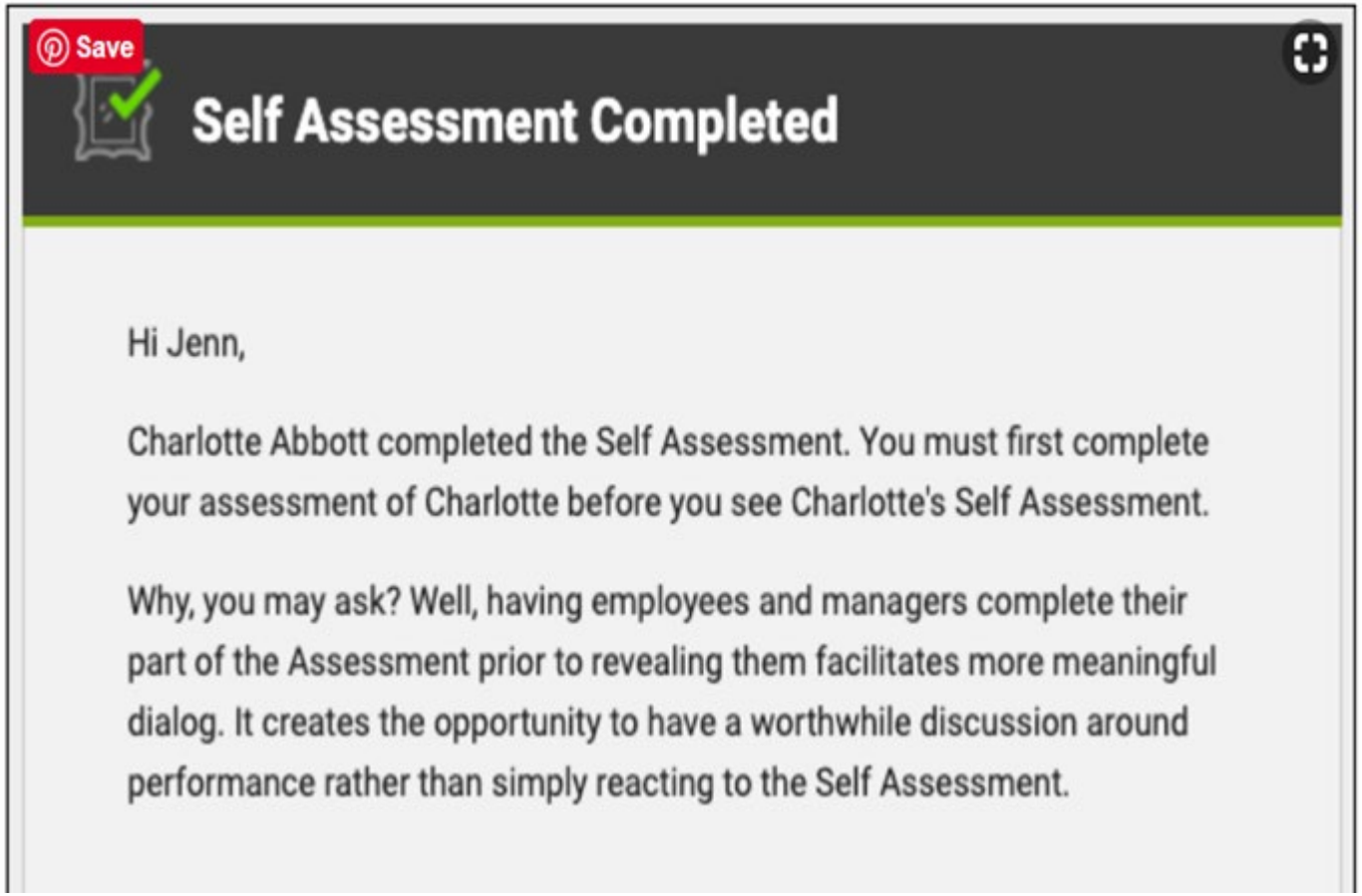
Whitman College

Self-assessment



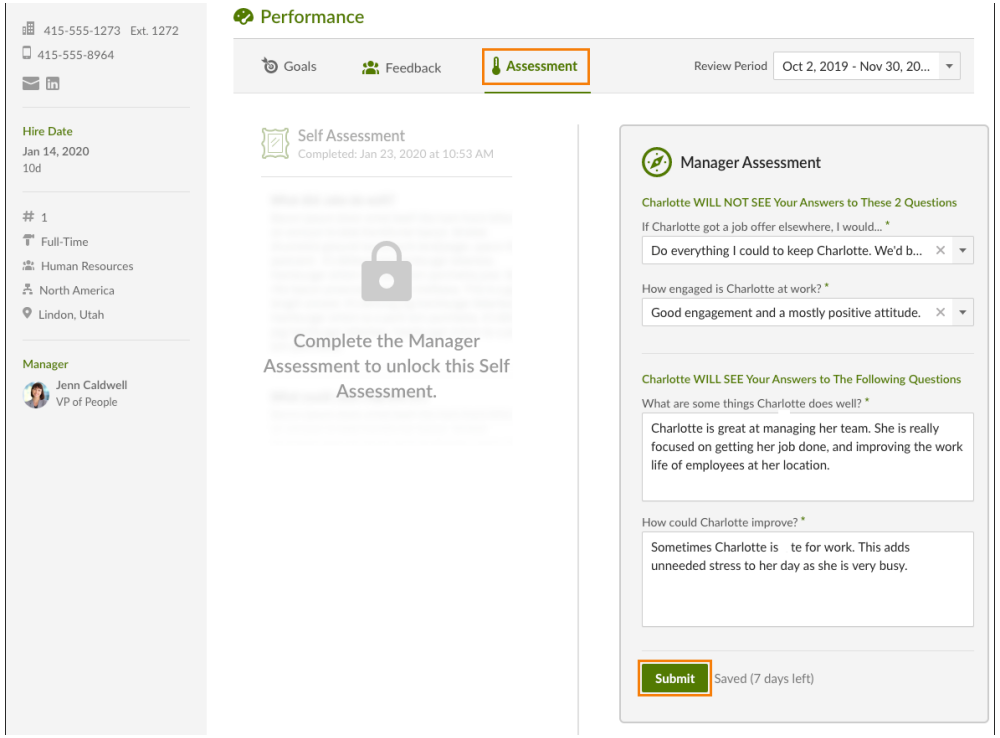
Whitman College

Self-assessment



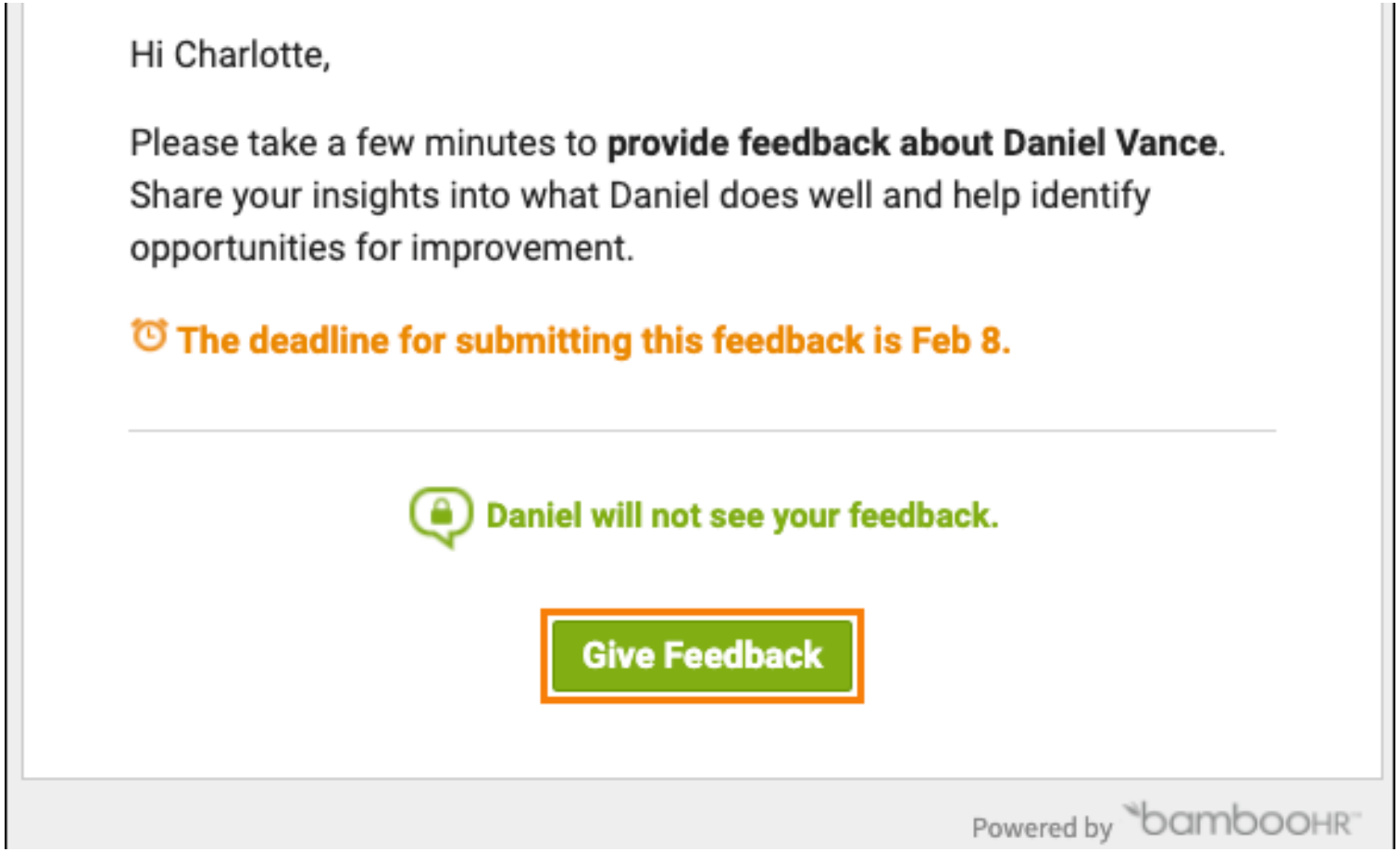
WHITMAN COLLEGE

Supervisor assessment



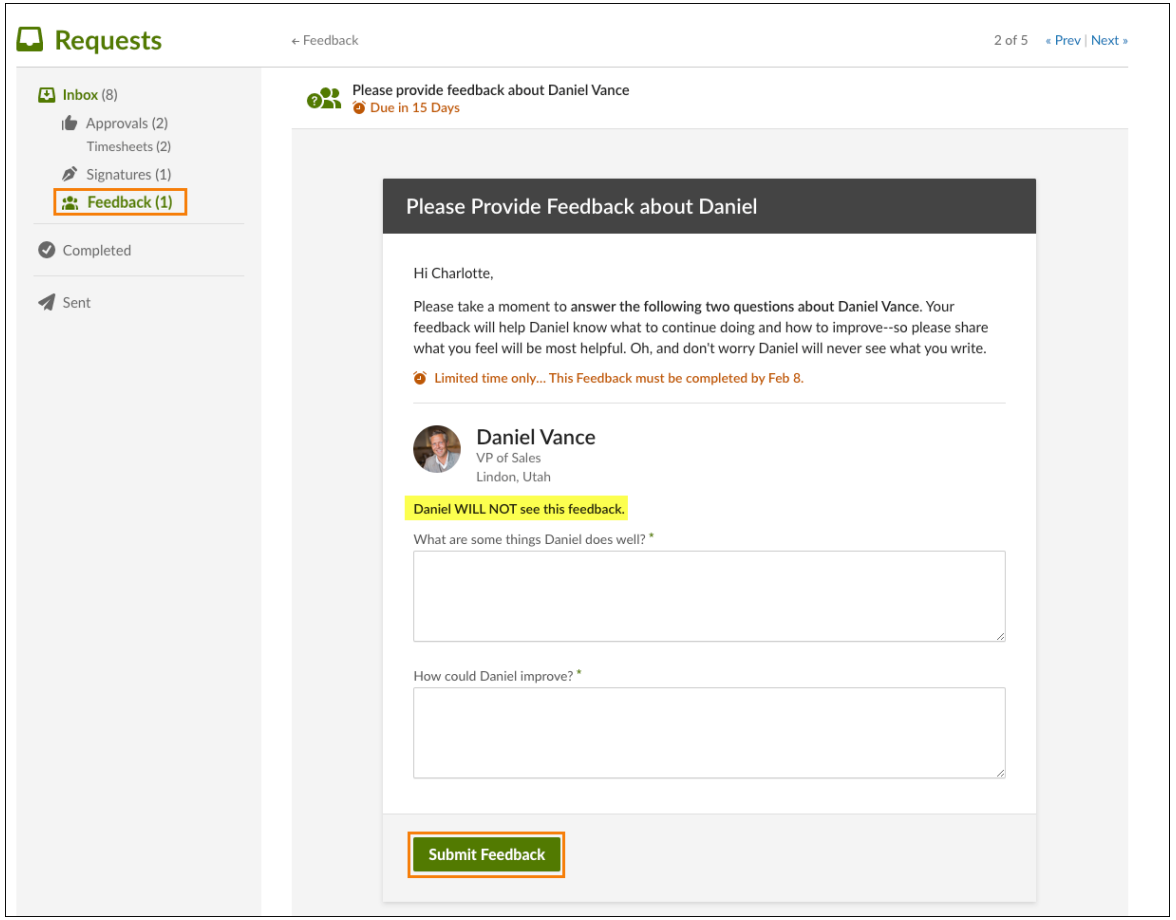
Whitman College

Feedback from others



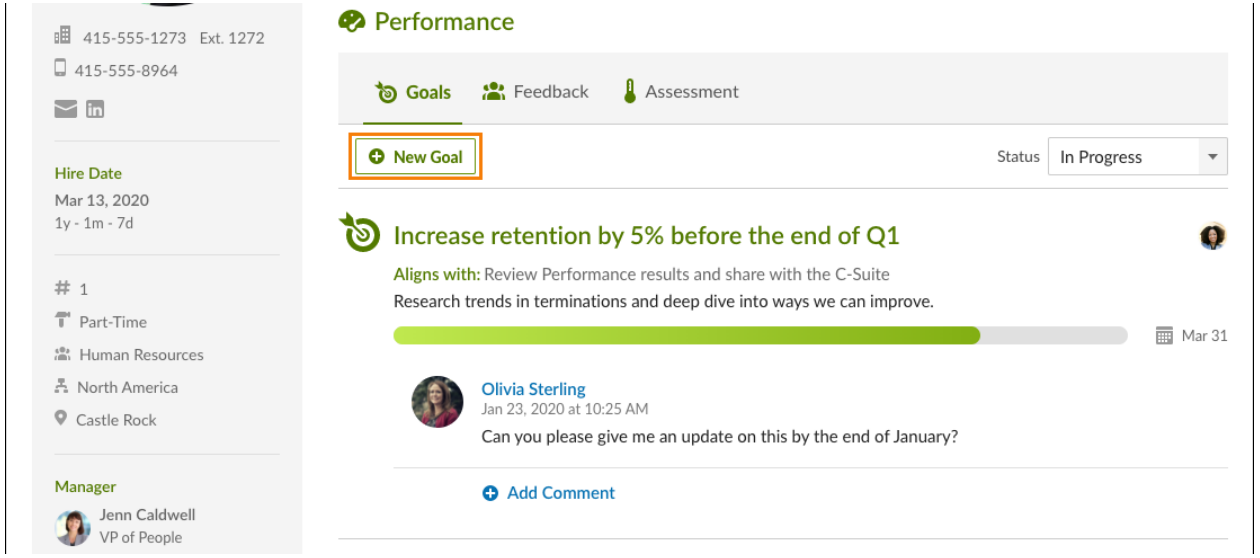
Whitman College

Feedback from others



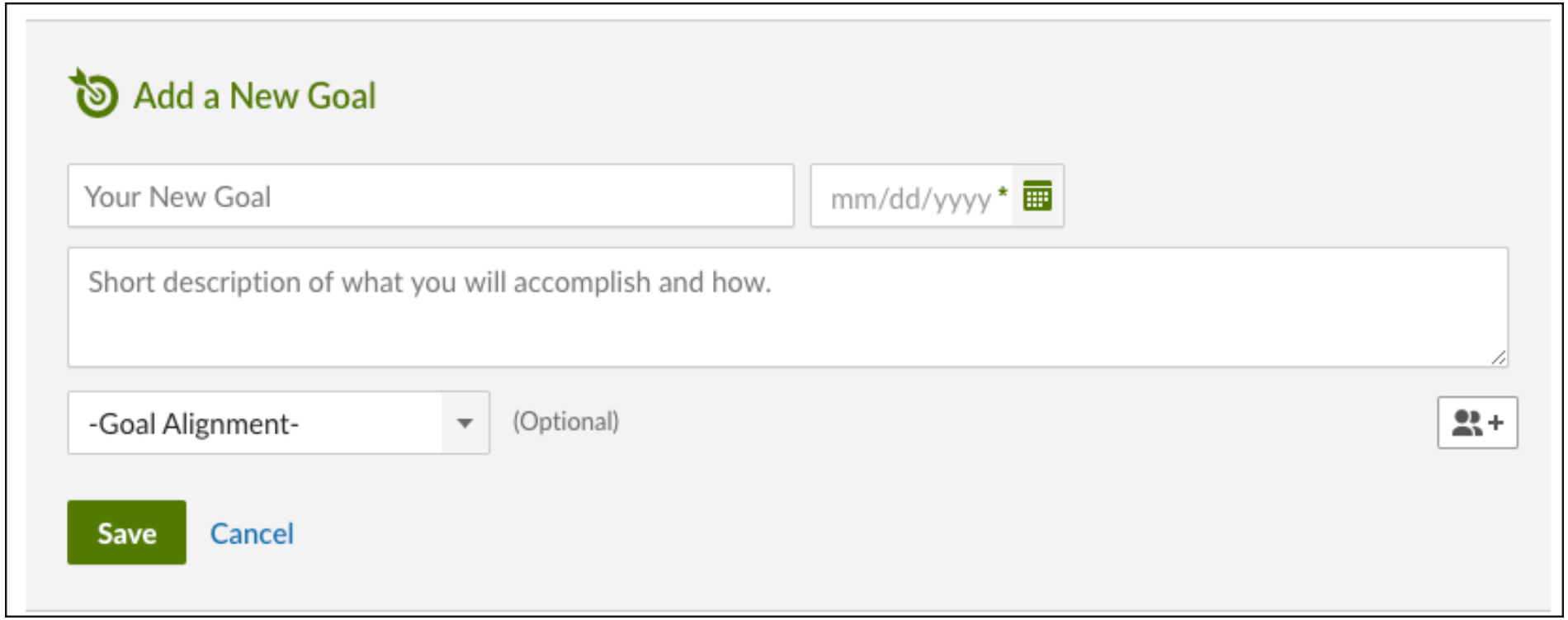
Whitman College

Goal setting



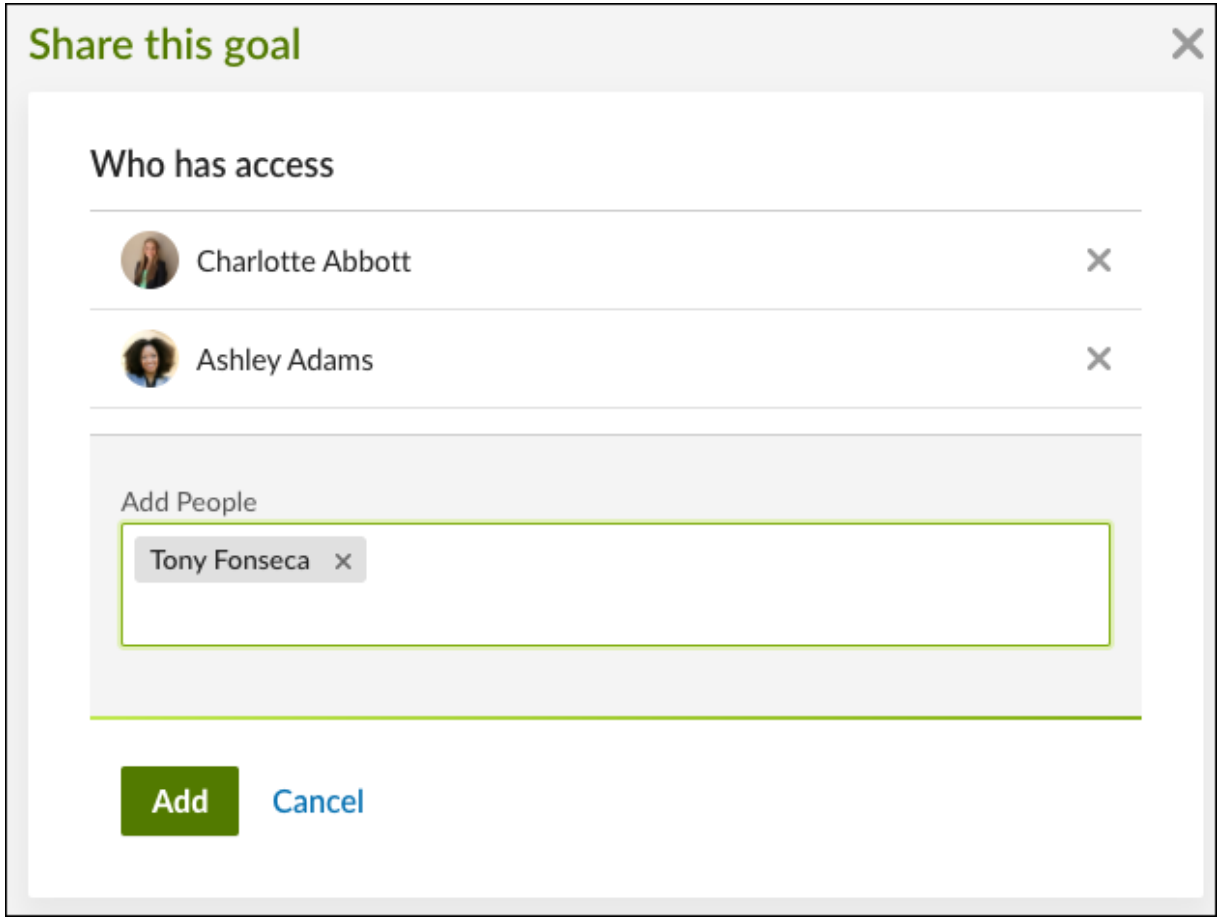
Whitman College

Goal setting



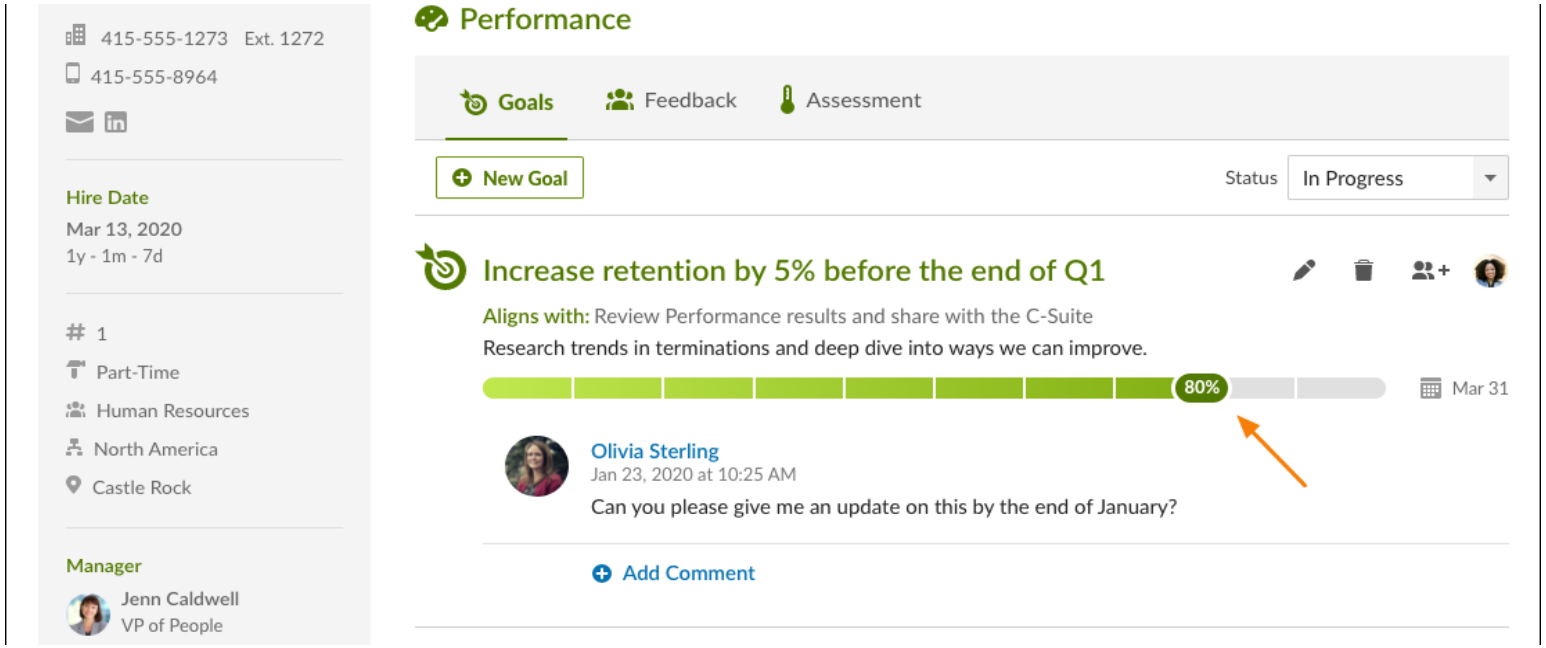
Whitman College

Goal setting



Whitman College

Goal setting



Whitman College

Helpful resource

Completing the self-assessment:

https://www.whitman.edu/human-resources/hiring-managers-and-supervisors/performance-appraisals

Whitman College