

# Performance Management



# Learning Objectives

As a result of participating in this session you'll learn:

- Definition of performance management and the impact it has on an organization's success
- Performance management cycle
- Suggestions for conducting performance discussions



# Performance management is...

- more than an annual meeting
- effective compensation and recognition systems that reward people for their contributions
- an *on-going* discussion between managers and their direct reports about the changing business needs of the organization



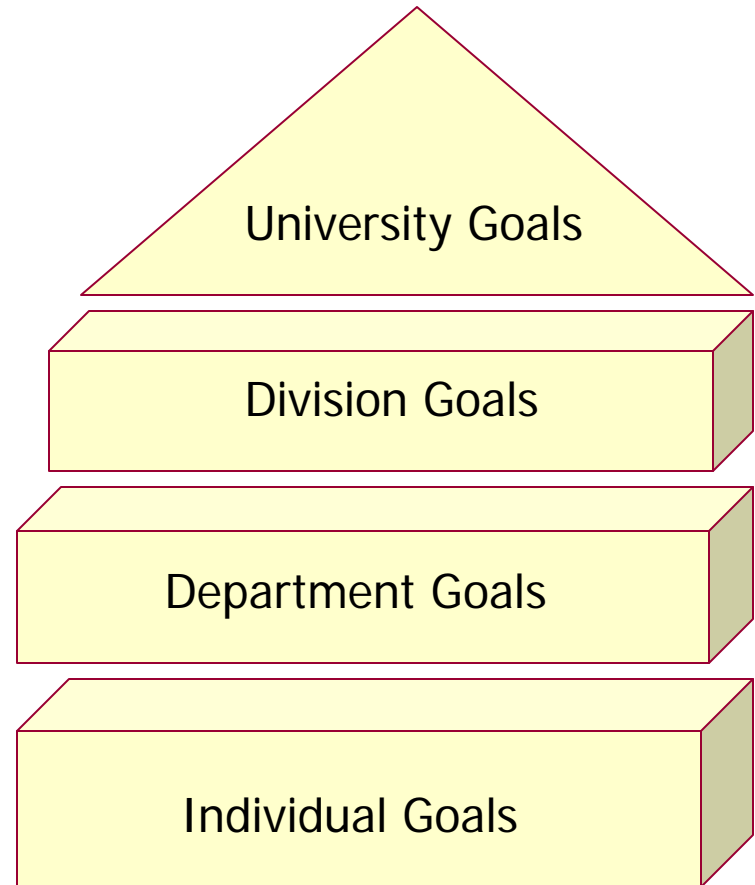
# Performance management is...

*All about meeting the organization's goals  
while driving high levels of performance and  
employee engagement*



# Performance Management

*Employees should see alignment  
from their goals to the  
University's goals*



# Performance Management

Research has shown that organizations with strong performance management systems in place

- Show increased profitability
- Reduced attrition
- Higher levels of engagement
- Receive higher satisfaction ratings on customer surveys



# Performance Management

The 2007 Loyola Faculty & Staff Survey revealed that:

- Overall, Loyolans have a positive relationship with their immediate manager
- Room for improvement regarding performance management
- “My manager gives me regular feedback on my performance” 67% favorable rating
- **Only 50% of Loyolans are actively engaged**; 17% are “at risk”; 23% are complacent; 10% are actively disengaged



# How can Loyola better

Motivate and engage all faculty & staff?

Retain top performers?

Achieve its strategic goals?



# Performance Management



*A continuous cycle...*



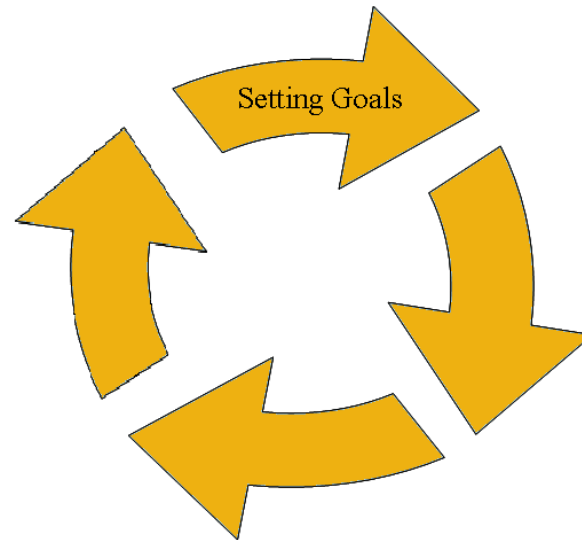
# Performance Management

## 1. Set Goals

Establish link between organizational, department, team and individual objectives

Create mutually agreed upon goals

Make goal statements SMART



*A continuous cycle...*



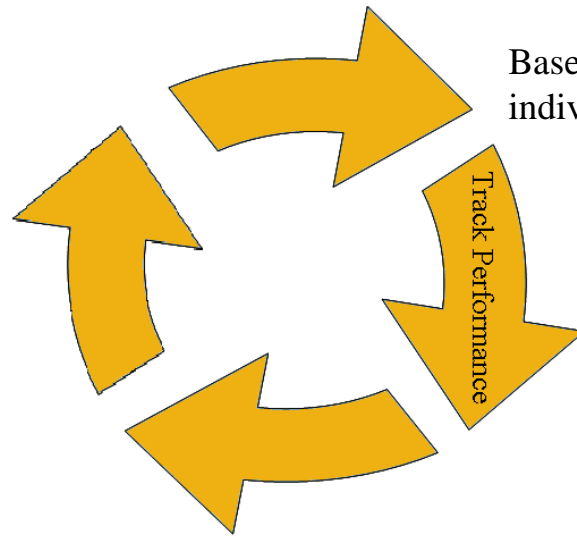
# Performance Management

## 2. Track Performance

Discuss development of employee's work-related skills, knowledge and experience

Use coaching model: Identify need, coach and provide support

Base the development plan on both organizational and individual needs



**A continuous cycle...**



# Performance Management

## 3. Analyze Results

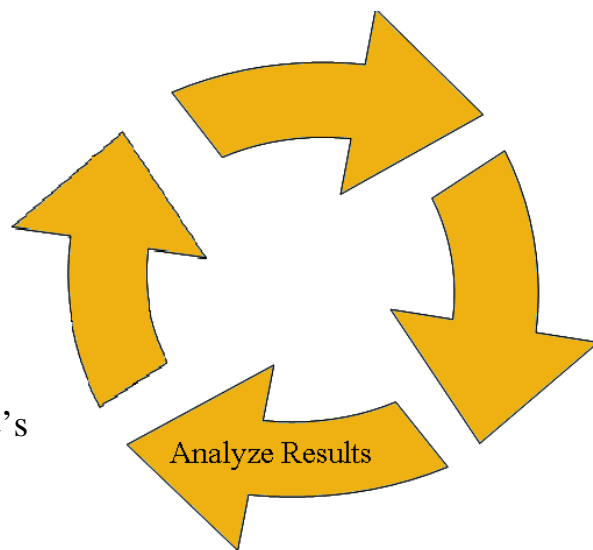
Observe and record the employee's performance

Recognize accomplishments

Resolve performance problems

Compare results to agreed upon standards

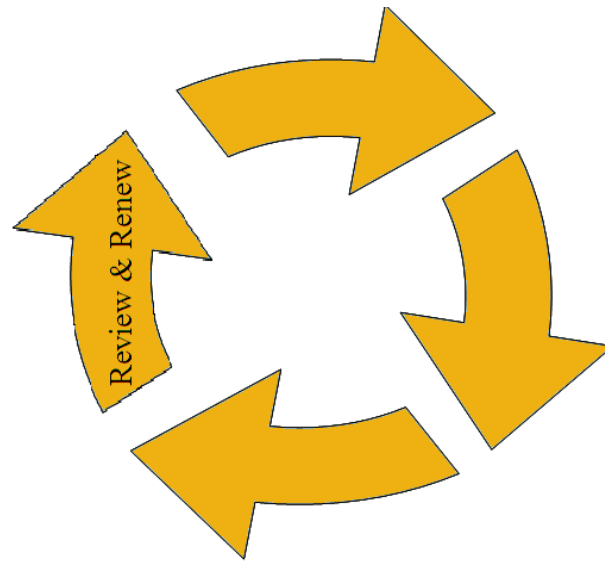
Common metrics: cost, quality, quantity, time



**A continuous cycle...**



# Performance Management



## 4. Review & Renew

Ask for the employee's perspective

Prepare performance documents

Conduct the performance

Identify need, coach and provide support continuously

**A continuous cycle...**

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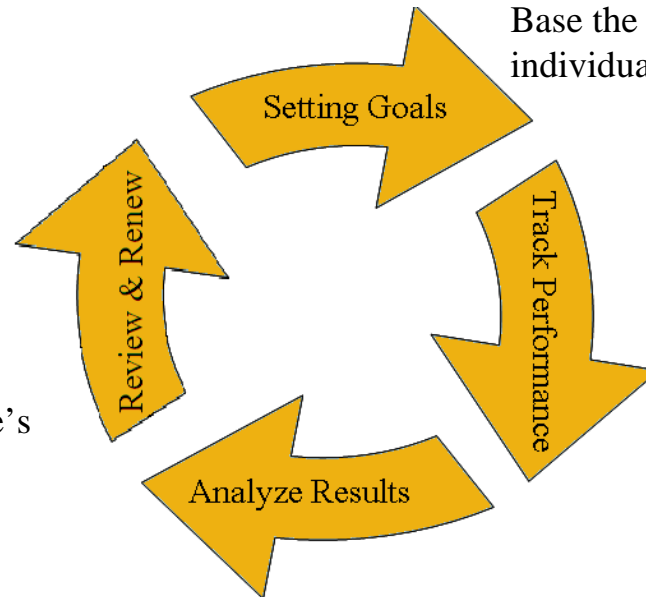
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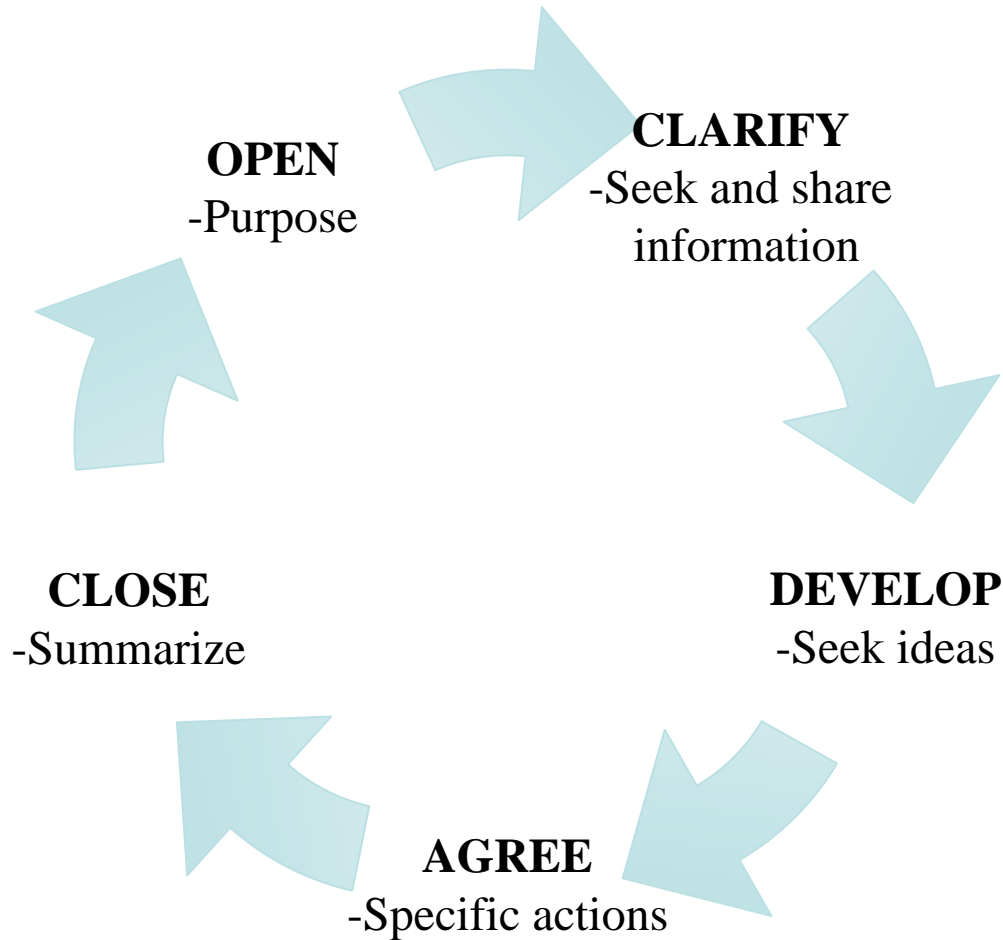
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**A continuous cycle...**

# Performance Management

*Process  
for a solid  
performance  
management  
discussion*



# Performance Management

## Effective Performance Management discussions

- *Goals are a critical part of the performance management process*
- *Individual goals must be linked to overall organizational goals. Employees must see the linkage.*
- *Even when performance standards are preset, goal setting conversations still need to occur.*
- *Goals should be S M A R T (specific, measureable, achievable, relevant and time-phased)*



# Performance Management

## Effective Performance Management Discussions

- *Use the coaching model: Identify need, coach and provide support*
- *Be proactive rather than reactive*
- *Look for opportunities to catch people doing things right*

