Performance Management at GW
Process and Principles
Agenda

• By the end of today, you will…
  – Understand the PM process at GW
  – Know each major PM milestone in the process and their underlying principles
  – Discover the tools and resources available to support you
PM is Ongoing

*Performance Management is an ongoing, iterative process. There is no beginning or end.*
Goal Setting

• Benefits
  – Ensures objectivity
  – Serves as road map
  – Identifies results that need to be achieved
  – Outlines actions required to achieve results
Goal Cascade

GW Strategic Plan

School/Division

Department/Team

Individual
Goal Agreement

Name: ___________________________

GWID: ___________________________

Performance Review Period: From _______ to _______ (MM/DD/YY)

Title: ___________________________

The annual review objectively and accurately measures performance, develops and agrees to SMART goals (specific, measurable, attainable, relevant, and time-bound) that support the GWU Values, Strategic Plan, school or division goals, and/or department/team priorities. Goals must be mutually agreed upon and reflect the most important priorities for the performance review period. For assistance, explore the guidance and resources provided.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Date</th>
<th>Key Milestones</th>
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Performance Checkpoints

Use the space below to document discussion at each performance checkpoint during the review period. For each checkpoint, document date, progress on goals, changes and/or comments, and manager and employee initials. Add additional rows as needed.

<table>
<thead>
<tr>
<th>Date</th>
<th>Progress on Goals</th>
<th>Changes and/or Comments</th>
<th>Initials</th>
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Agreement

These goals outline the most important priorities for this performance cycle. We commit to working towards achieving these goals, completing performance checkpoints throughout the year, and implementing the professional development plan.

Signatures

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Manager Name</th>
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Employee Signature/Date  Manager Signature/Date
## SMART Goals

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<tbody>
<tr>
<td>S – Specific</td>
<td>Be clear about exactly what you want to accomplish.</td>
</tr>
<tr>
<td>M – Measurable</td>
<td>Have a quantifiable way of tracking your progress from start to finish.</td>
</tr>
<tr>
<td>A – Attainable</td>
<td>Goals must be realistic; goals should give people something to stretch for, but they should not be out of reach.</td>
</tr>
<tr>
<td>R – Relevant</td>
<td>Goals should be consistent with the vision and mission of the organization.</td>
</tr>
<tr>
<td>T – Time-bound</td>
<td>Your goals must have deadlines, milestones and/or timelines.</td>
</tr>
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</table>
## Goal - design a departmental newsletter

<table>
<thead>
<tr>
<th>S – Specific</th>
<th>Design a newsletter that shares information about recent events and initiatives.</th>
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</thead>
<tbody>
<tr>
<td>M – Measurable</td>
<td>Improve communication ratings on an annual customer survey by 15%.</td>
</tr>
<tr>
<td>A – Attainable</td>
<td>Have the software to design the newsletter and will be able to schedule training in that software next month.</td>
</tr>
<tr>
<td>R – Relevant</td>
<td>Our team has a goal to increase awareness of what we do and what our new programs are.</td>
</tr>
<tr>
<td>T – Time-bound</td>
<td>Completed by July, in time for the 1st issue to be sent out in the 1st month of the fiscal year.</td>
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</table>

**SMART Goal:**
Design a quarterly departmental newsletter that shares news and initiatives from all areas within our department by July, and improves our annual ratings for communication by 15%.
Goal Setting Resources

http://ode.hr.gwu.edu/goal-setting
Self-Assessments

• Completing your self-assessment helps you actively participate in the review process by:
  – Advocating for your performance
  – Giving you time to reflect on your accomplishments and challenges
  – Communicating your developmental needs and interests
  – Increasing your self-knowledge
Goals & Accomplishments

• Summarize goal achievement
• Highlight significant accomplishments & areas of improvement
• Comment on key performance factors

Key = BALANCE + less is more
Supervisor Tips

- Recognize when expectations were exceeded
- Indicate disagreements
- Avoid using vague language and making assumptions
- Be objective
- Acknowledge goal achievement
- Clarify expectations for the future
Professional Development Plan (PDP)

• Briefly highlight what PD activities you completed in the last year
• Describe what PD activities you want to pursue this year

Key = Make this the most important section

http://ode.hr.gwu.edu/learn-now
Supervisor Tips

• Recognize development from last year
• Tie development to KPF performance and goal achievement
• Indicate agreement with employee suggestions
• Identify on-the-job learning opportunities
Professional Development Resources

• Lynda.com
  – Lynda offers tutorial videos on creative, business, and software skills, including courses for programs such as Photoshop and Excel.
  – Lynda.it.gwu.edu
PD Resources Cont’d

http://ode.hr.gwu.edu/learn-now
Performance Review

- Goals & Accomplishments and PDP
  - Self-Assessment
- Key Performance Factors
- Overall Rating
- Next level approval
Key Performance Factors

Use the One-Two-Three Format

One: Provide an overall statement summarizing performance
• Giving an overarching statement of performance for each competency provides the WHAT

Two: Provide a concrete example to support the assessment
• Using specific instances to illustrate your evaluation demonstrates the WHEN / HOW

Three: Provide guidance for the year ahead
• Giving suggestions for leveraging that competency in the future portrays WHERE those skills can go
**REVIEWER SUMMARY ASSESSMENT**

Assess the individual’s overall performance based on **BOTH** goal achievement and demonstrated competence for all performance factors. Please select one of the following:

<table>
<thead>
<tr>
<th>Role Model Performance</th>
<th>Exceptional Performance</th>
<th>Valued Performance</th>
<th>Fair Performance</th>
<th>Unacceptable Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistently far exceeds expectations; outstanding performance achieving all goals. An individual whom others look to as a standard of performance excellence.</td>
<td>Meets and often exceeds expectations; performance that generally exceeds goals and job requirements and who consistently delivers. An individual who often outperforms others in the same job.</td>
<td>Consistently meets expectations; performance that satisfies all job requirements and meets all goals. An individual who is consistently reliable to get the job done.</td>
<td>Sometimes meets expectations; performance that is to the standard required in most aspects of the job with opportunity for development. An individual with the potential to be a valued performer.</td>
<td>Does not meet expectations; performance where significant improvement is required to satisfy job requirements. An individual who is not performing at acceptable levels.</td>
</tr>
</tbody>
</table>

**Reviewer Comments:**
Are You a Next Level Approver?

Top Tips

• Utilize two key resources on the Organizational Development & Effectiveness website
  – Minute mentor video
  – Next Level Approver Checklist

http://ode.hr.gwu.edu/next-level-approval
Performance Discussions

- **Past (25-35%)**
  - Performance
- **Future (65-75%)**
  - Goals
  - Expectations
  - Professional Development
EFFECTIVE PERFORMANCE DISCUSSIONS
EMPLOYEE CHECKLIST

BEFORE

PREPARE
☐ Confirm date and time of your review with your supervisor
☐ Reflect on your performance in the past year
☐ Write a balanced self-assessment that summarizes accomplishments, strengths and areas for improvement
☐ Make a list of the key topics and questions you want to raise during the discussion
☐ Be prepared to share specific examples, ideas and recommendations
☐ Write your self-assessment in the review form and submit it before the deadline

CONSIDER
☐ Think about your career goals, important priorities for the coming year and the professional development opportunities that can help you achieve your goals
☐ Identify any feedback you want to share with your supervisor about how the two of you work together. Be sure to identify suggestions you can share to improve the relationship

COMMUNICATE
☐ Communicate with your supervisor before the discussion if you have any questions, concerns, or recommendations

DURING

KNOW WHAT TO EXPECT
☐ Keep your notes in front of you to ensure you cover the items important to you
☐ Be open to learning and understanding the feedback you receive
☐ Take notes to track key actions and ensure you understand expectations

CLARIFY
☐ Actively listen and ask questions throughout to make sure you understand
☐ Share your views and use specific examples to make your points
☐ Raise a red flag if you have concerns or disagree
☐ Be honest and communicate your issues, be willing to work through any difficult issues, and maintain a positive focus
☐ Share feedback and suggestions for how you and your supervisor can improve your working relationship

FOCUS ON THE FUTURE
☐ Make sure you discuss goals for the coming year and prioritize areas of focus while referencing the Goal Agreement
☐ Provide your supervisor information about your career goals and explore ideas that will help you progress
☐ At the end of the meeting, schedule a performance checkpoint with your supervisor to revisit goals, priorities and progress

AFTER

REVIEW
☐ Review your notes to make sure you understand what is expected of you
☐ If you have any questions or concerns follow-up with your supervisor

SEEK REGULAR FEEDBACK
☐ Initiate regular (e.g., quarterly) checkpoints with your supervisor to revisit goals, priorities and progress. It’s in your best interest to be proactive
☐ Continue the conversation - if new challenges or obstacles are interfering with achieving your goals, share those challenges with your supervisor
☐ Reflect regularly on your performance and progress. Seek input from others such as colleagues and customers

STAY ON TRACK
☐ Take control of your career by regularly reviewing what is important to you
☐ Keep asking yourself if you are taking actions that will improve your performance and help you learn and develop

http://ode.hr.gwu.edu/performance-discussions
Fiscal Performance Management Cycle

By July 10
Write and Submit Self Assessments and Goal Agreements

By July 31
Write and Approve Performance Reviews; Finalize Goal Agreements

By August 14
Discuss Performance, Goals and PDPs; Submit to HRCP

Submit signed reviews to Human Resources Client Partner by August 14
Questions?

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