Performance Management Supervisor Training Navigating the Fundamentals

Presented By

The Office of Human Resources

2025

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Kick-off Question

Imagine your direct report as the protagonist in a workplace adventure movie.

As their manager, what plot twists, achievements, or character development do you recall? How can you help them achieve a spectacular sequel?

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Performance Management Philosophy

Harvey Mudd College (HMC) recognizes all Workers as essential to the overall success of the College. This success is achieved by fostering a work environment in which Workers are inspired to perform to the best of their abilities.

HMC's performance management cycle and processes allow Workers and Managers to:

- Highlight accomplishments and contributions

- Discuss areas of improvement

- Re-examine roles and responsibilities

- Set goals and expectations for the upcoming year

Performance Management Eligibility

Workers Include

- Regular Staff
  - ❑ Full-Time and Part-Time

Workers Exclude

- Temporary
- Student Workers
- New hires starting on or after Sep 1, 2024
- Workers in new positions or promotions as of Sep 1, 2024
- Faculty

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Performance Management Timeline

3/1/24
Start of Review Period

2/28/25
End of Review Period

3/1/25
Staff begin to complete Self-Evaluation

3/15/25
Managers begin to complete the Manager's Evaluation

3/30/25
Managers begin to schedule 1:1 meeting with worker

4/30/25
Annual Performance Evaluation due

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Evaluation Structure

Self-Evaluation Questions	Employee's opportunity to highlight accomplishments and performance during the review period
Overall Evaluation	4 - Highly Effective 3 - Successful and Effective 2 - Some Improvement Required 1 - Significant Improvement Required
Supplemental Evaluation Comments	Identify and document any significant event that occurred subsequent at the end of the evaluation period
Supporting Documents	Upload documents that relate to the annual performance review
Acknowledgements	Worker and Manager must both acknowledge the review

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Manager's Evaluation Prompts

❑ Providing comments in response to Worker comments from self-evaluation.

❑ Summarize performance of goals during the past 12 months.

❑ Did the Worker perform any new responsibilities or additional duties that are outside the scope of what they do regularly, what were they?

❑ What were the Worker's contributions to the department and/or College?

❑ In what areas, if any, would you like the Worker to gain more experience, training, or education?

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SMART Goals

SPECIFIC	**Clearly define your goal. Be precise about what you want to achieve, avoiding vague or broad statements. Ask yourself the who, what, where, why, and how to make your goal specific and well-defined.**
MEASURABLE	**Establish concrete criteria for measuring progress toward the achievement of your goal. This helps you track your success and know when you've reached your objective.**
ACHIEVABLE	**Ensure that your goal is realistic and attainable. Consider your resources, skills, and the time available when setting the goal.**
RELEVANT	**Align your goal with your overall objectives and values. Ensure that the goal matters to you and is consistent with your broader aspirations. This helps maintain motivation and keeps you focused on meaningful objectives.**
TIME BOUND	**Set a specific timeframe or deadline for achieving your goal. This adds a sense of urgency and helps prevent procrastination. It also allows you to monitor progress and adjust as needed.**

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SMART Goals: Example

Avoid:

John will take an Excel class to improve his skills.

Instead:

John will complete an advanced Excel course focusing on data analysis and reporting. He should achieve a score of 90% or better and dedicate 2 hours per week for the next month. This aligns with John's role and will enhance his ability to create more effective reports.

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Performance Factors

Quality of Work

Use of Resources

Productivity

Managers

Customer Focus

Technology Skills

Leadership

Collaboration and Teamwork

Safety Compliance

Performance Management

Staff Development

Interpersonal Relations

Communication

Initiative

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Performance Management Ratings

4 *Highly Effective*
The individual consistently exceeds expectations and demonstrates outstanding performance in all relevant areas of their responsibilities. They go above and beyond in achieving goals and contribute significantly to the success of the team or organization.

3 *Successful and Effective*
The individual consistently meets expectations and performs well in all relevant areas of their responsibilities. They successfully fulfill their role, contribute to team objectives, and demonstrate competence in their tasks.

2 *Some Improvement Required*
The individual meets some expectations but may have areas where improvement is needed. There are areas where their performance could be enhanced or refined. The employee may require additional support, training, or development in specific aspects of their role.

1 *Significant Improvement Required*
The individual's performance falls below expectations in multiple areas, and there is a clear need for significant improvement. There may be issues affecting their effectiveness, and immediate attention, feedback, and corrective measures are necessary to bring their performance up to the required standard.

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Performance Management Ratings: Examples

Overall Evaluation Comment

4 – Highly Effective

"During team meetings, **John excels in communication**, consistently demonstrating exceptional clarity and effectiveness in conveying ideas and information. During the end-of-fiscal year project, he provided updates to me every week. John also leverages available resources effectively to achieve project goals. **Other team members have commented on his interpersonal skills, and how he fosters a positive and collaborative work environment."**

3 – Successful and Effective

"During team meetings, **John communicates well**, demonstrating clarity and effectiveness in conveying ideas and information. During the end-of-fiscal year project, he provided updates upon my request. John also leverages available resources effectively to achieve project goals. Other team members have expressed his sense of empathy and kindness."

2 – Some Improvement Required

"I have noticed that **it has been difficult for John to convey thoughts and ideas during team meetings**. During the end-of-fiscal year project, he worked well with others but did not take initiative when taking on tasks. John could improve on leveraging available resources effectively to achieve project goals. **Other team members have expressed inconsistent communication with John**."

1 – Significant Improvement Required

"**John does not contribute** to the overall discussion during team meetings. During the end-of-fiscal year project, he did not communicate well with others or me and did not respond to communications in a timely manner. John could improve on leveraging available resources effectively to achieve project goals. John's interpersonal skills need considerable development. **He struggles to build positive relationships with colleagues and often exhibits behaviors that hinder effective teamwork**."

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Best Practices: Managers

- **Encourage your direct report to start their Self-Evaluation early**. This allows both parties to give each other enough time to think through responses and be as comprehensive as possible.

- **Comments and feedback should be provided all year long** and should not be a surprise to staff. It is best to acknowledge achievements, discuss performance issues, and **document significant events as soon as they happen**.

- For new hires and recently promoted staff, managers may use the Introductory Review to identify progress and areas of improvement.

- Add supporting documentation in Workday that is relevant to the review. **Comments can reference a dated email or documented notes**.

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Guidance for Managers

- All ratings should provide concrete details on why the rating was given. **Quantify the level of work** that your direct report has shown over the course of the past year.

- Managers can provide a copy (paper or electronic) of their Manager Evaluations before meeting with direct reports if they feel comfortable. However, **if a rating of 1 or 2 is given it is recommended that the manager not provide a copy in advance** and have a discussion first.

- Managers can also choose to hold off and discuss each item during the one-on-one meetings and adjust comments before fully completing the annual review. **It is best to have a dialog and conversation in the event that there are any egregious gaps**. This way Managers can make changes in real time before finalizing the evaluation.

- **Be consistent**. If all the comments are positive, but the rating is a 1 or 2, there is a disconnect. Similarly, if there are various negative comments and the direct report receives a 4, there is a disconnect. Consistency between the ratings and the comments should be obtained before providing your direct report with a copy of the Manager's Evaluation.

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Calibration

- It is recommended that managers consult with VPs to finalize direct report's review.
    - In some areas, VPs have asked to see the manager reviews before they are discussed with direct reports.

- **Review the Worker's roles and responsibilities**. Managers should ensure that they are aligned with the duties and responsibilities that are actually being carried out by your direct report.

- Managers should **be consistent** with their approach to rating their direct reports. If two members are demonstrating the same behavior, then the comments and ratings should be consistent.

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Pitfalls

Avoid

- Recency Bias
- Halo or Horn Effect
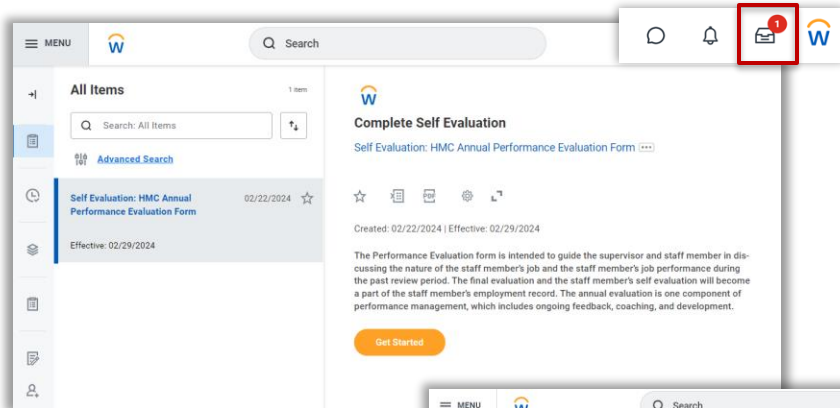- Vague Language
- Empathy Sandwich

Better Options

- Responses reflect the entire review period (Mar '24 – Feb '25)
- Comprehensive review of performance
- Share specific examples of a job well done or lack of performance
- Pendulum Effect: swing back and forth between positive and negative aspects

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Workday

Workday Steps: Worker
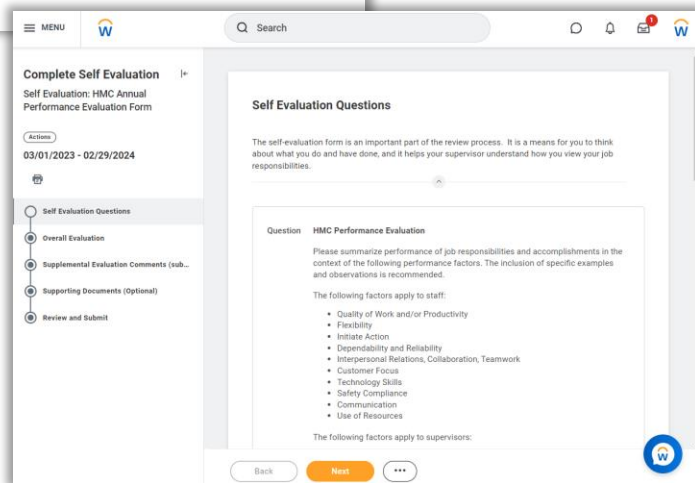
❑ Worker will receive a Workday Inbox task to complete a **Self-Evaluation**.

❑ The Self-Evaluation is complete once the worker clicks the "**Submit**" button at the end of the form.

❑ Manager will receive a task to complete the **Manager Evaluation** of the Annual Performance Review.

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Workday Steps: Manager
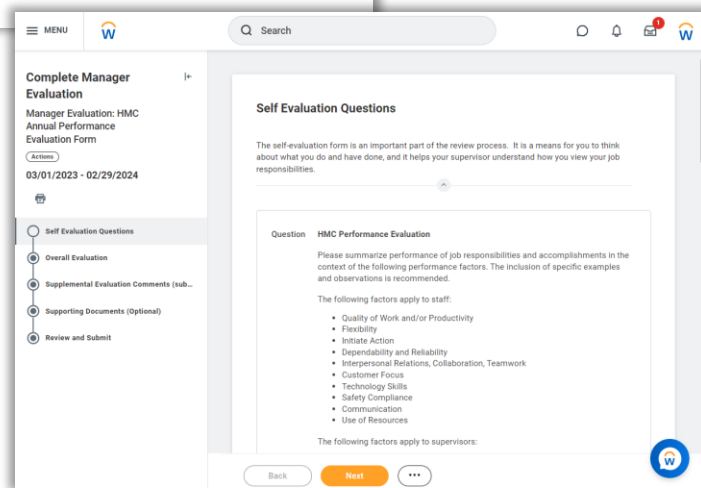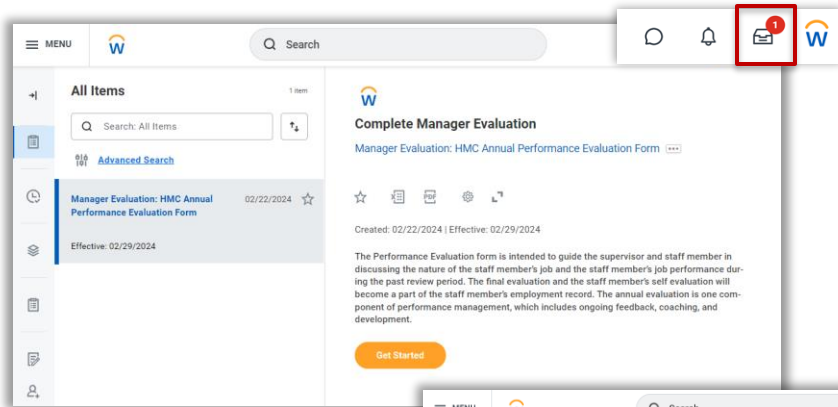
- ❑ Manager will receive a Workday Inbox task to complete the **Manager Evaluation** after Worker has completed their Self-Evaluation.

- ❑ The Manager Review will be finalized once the manager clicks the "**Submit**" button at the end of the form. **A PDF can be generated from the Evaluation Summary page.**

- ❑ After Manager has met with Worker, Manager must confirm the meeting by clicking the "**Submit**" button from the Workday inbox.

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Post-Review Comments & Acknowledgment

The Performance Evaluation form is intended to guide the supervisor and staff member in discussing the nature of the staff member's job and the staff member's job performance during the past review period. The final evaluation and the staff member's self evaluation will become a part of the staff member's employment record. The annual evaluation is one component of performance management, which includes ongoing feedback, coaching, and development.

Acknowledgement

Manager Acknowledgement	Employee Acknowledgement
Status *	Status
Acknowledge Review	Acknowledge Review
Comment	Comment
Entered by	Entered by
Pamela Gomez (104156)	Haley Deal (900032)
Date	Date
02/23/2023 12:40 PM	02/23/2023 12:30 PM

❑ Workers and Managers can **add comments** in Workday to the evaluation after the 1:1 meeting

❑ In Workday, **Worker** will acknowledge the evaluation **first** and **then** the **Manager**

❑ After **both acknowledgments** have been recorded, the annual review is complete.

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Demo

FAQs

❑ **I am a new manager and have not supervised my direct report for the entire review period. How do I complete the Manager Review section?**
Solicit feedback from your area VP or other department leaders who have interacted with the employee.

❑ **My employee's overall evaluation rating is 1 or 2. What are the next steps?**
Reach out to HR to discuss next steps, which may include a performance letter, or a more formal Performance Improvement Plan (PIP).

❑ **I am conducting an introductory review of a direct report and I have concerns with their performance, what are my options?**
Options are:
A. If additional coaching is needed to resolve issues, consult with HR about extending the introductory review.
B. If performance is mixed, contact HR to help determine if the job duties can be modified or if another role is better suited for the direct report to be more successful.
C. If the performance issues have been consistent, ongoing, and coaching has not resolved the issues, consult with HR to discuss next steps.

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FAQs

❑ **How does my overall rating affect my direct report's compensation?**

An overall evaluation of a 1 or 2 may lead to a performance letter and/or a PIP and affect compensation. Please contact the HR office for help with next steps.

❑ **How are pay increases determined?**

The amount of funds budgeted for a salary increase pool is determined by the Board of Trustees annually based on a thorough analysis that takes into account many factors, such as peer institution data, inflation rates, and the rate of tuition increases. Performance ratings play a key role in the Vice Presidents' budget decisions for their area based on available funding.

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Questions

Please, reach out to the HR Office (hr@hmc.edu) for any follow-up questions.