Performance Management Toolkit

Human Resources

Elliot Health System
Contents
What Is Performance Management? ................................................................. 2
Resources and Tools .......................................................................................... 3
  Performance Manager – HealthCare Source Web Based Software .................. 3
  EHS Human Resources Website .................................................................. 3
  EHS OD Resources Website ...................................................................... 3
Guiding Principles ............................................................................................ 4
The Performance Management Cycle ............................................................ 5
  Establishing Goals with Staff....................................................................... 5
  Providing Continuous Feedback ................................................................... 5
  Conducting Annual Performance Appraisals ............................................... 6
  Participating in Individual Development Planning with Staff ....................... 7
The Role of the Supervisor ............................................................................... 7
  Supervisor Responsibilities ......................................................................... 7
  Supervisor Preparation ............................................................................... 7
The Performance Assessment Timeline ......................................................... 8
Conducting the Performance Review .............................................................. 9
Addendums ...................................................................................................... 10
  Performance Manager Quick Guides ......................................................... 10
What Is Performance Management?

Elliot Health System supports the excellence of our staff. The process of Performance Management allows managers and supervisors to use tools and processes to enable staff to do their best work. This is accomplished through the communication of clear goals and objectives, making sure staff have the training, tools and resources necessary to do their jobs effectively, providing continuous coaching and feedback, summarizing progress and performance in an annual performance review, and supporting staff in their development.

Performance Management is an ongoing process, which includes communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing strategic and operational objectives.

The process includes:

- Identifying and setting goals.
- Discussing expectations and performance standards.
- Evaluating results and providing feedback.
- Assisting with individual’s development planning.

This Performance Management Toolkit provides an overview of the guidelines, tools, and resources available to support you in this important aspect of people management. It also outlines your responsibilities as a leader in the Performance Management process. The Human Resources Department is always available to assist you and your staff.
Resources and Tools

Performance Manager – HealthCare Source Web Based Software
https://pfm.healthcaresource.com/performance/ehs

EHS Human Resources Website
http://www.myelliothr.org

EHS OD Resources Website
http://ike/orgdevelopment/ODresources.htm

Human Resources
Business Partner Support Team

<table>
<thead>
<tr>
<th>Business Partner</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janet Brophy</td>
<td>663-8418</td>
</tr>
<tr>
<td>Amy Dubois</td>
<td>663-2601</td>
</tr>
<tr>
<td>Ann Marie Giacalone</td>
<td>663-2676</td>
</tr>
<tr>
<td>Annikka Jenkins</td>
<td>663-3088</td>
</tr>
<tr>
<td>Samantha O’Neill</td>
<td>663-3084</td>
</tr>
<tr>
<td>Lisa Roussel</td>
<td>663-4418</td>
</tr>
</tbody>
</table>
Guiding Principles

✓ The individual’s goals should be aligned with the unit goals, and the unit should be evaluated as well as the individual.

✓ Ratings should be given based solely on performance.

✓ An employee’s position should not dictate whether they have more or less access to the highest level of ratings; supervisors should be able to articulate to employees at all levels what it takes to achieve excellence, to accomplish major goals, and to make unique contributions worthy of the highest level ratings.

✓ Goals and expectations can be modified during the evaluation period as long as they are communicated to, and discussed with, the employee in advance of the annual assessment; changes should be made in writing.

✓ Performance expectations include all job outcomes:
  • Impact of employee interactions on clients.
  • Services and products delivered by the employee.
  • Processes used and policies followed.
  • Organizational values demonstrated on-the-job.
The Performance Management Cycle

Establishing Goals with Staff

- **When to Establish Goals:**
  - Before a new staff member begins work.
  - 90 days after the new staff member has been hired.
  - At the start of each new assignment or initiative.
  - When job responsibilities change.
  - At the end of the annual performance review meeting.

- **Use SMART Goals**

<table>
<thead>
<tr>
<th>S</th>
<th>M</th>
<th>A</th>
<th>R</th>
<th>T</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific</td>
<td>Measurable</td>
<td>Assignable</td>
<td>Realistic</td>
<td>Time Related</td>
</tr>
</tbody>
</table>

- **Performance Expectations = Results + Actions & Behaviors**
  - **Results** - The product of the employee’s work.
  - **Actions & Behaviors** - The methods and means used, and the behaviors and values demonstrated during the process.

Providing Continuous Feedback

- **Benefits of continuous performance feedback:**
  - Eliminates problem of recency.
  - No surprise elements.
  - Better probability of meeting organization goals.
  - Good motivator.
  - Manager bias can be eliminated.
  - Smooth yearly appraisals.

- **When to provide feedback:**
  - Along the way to keep things on track.
  - When a staff member achieves a goal or has performed well.
  - When behavior or performance requires a correction.
  - When there’s a change in performance.
  - When requested.
When giving corrective feedback:
- Address performance issues face-to-face and in private with staff. Do not delay in delivering corrective feedback.
- Assume a non-threatening and non-anxious tone with staff. Deliver feedback in the spirit of respect, learning, and empathy.
- Give honest feedback. Do not sugarcoat a performance issue or sandwich it in between compliments.
- Approach feedback as joint problem-solving.
- Focus on solutions with final responsibility for changing behavior resting with the staff.

Conducting Annual Performance Appraisals

Performance Measures
- **ND - Needs Development**
  Does not meet expectations. Performance plan to be documented in goals section. Employee comment required.
- **QP - Quality Performance**
  Meets expectations. No comment needed.
- **DP - Distinguished Performer**
  Consistently exceeds, acts as a role model, recognized as a resource/mentor. Employee comment required.

Planning the Annual Appraisal Meeting
- Advance planning – self appraisals should be completed prior to managerial review.
- Plan for open dialogue – opportunity to review performance, consider lessons learned, progress for period, and establish goals and objectives for next period.
- Lay out plan for performance discussions – collect and review notes, statistics, citations and performance based examples.
- Prepare to discuss the full range of issues which may arise in the performance management discussion.
- Schedule sufficient time to focus on the review.

Conducting the Annual Appraisal Meeting
- Don’t exhibit defensiveness – if employee criticism is justified due to management failure or lack of resources, accept, and move on to next area of review.
- Respect confidentiality of the review discussion when possible. If unlimited confidentiality cannot be promised, advise employee accordingly.
- No cell phones, no emails, no text messaging, no electronic devices, no interruptions.
Participating in Individual Development Planning with Staff

What is Individual Development Planning?

- Establishing development goals help leverage and develop skills, further organizational objectives and to help staff achieve career goals.
- Exploring the staff’s interests with them. Creating opportunities for growth, new experiences.
- Providing resources. Consider mentorship and pairing novice and experienced staff.
- Remember that employees are responsible for developing their skills. The manager’s role is to provide support and resources.

The Role of the Supervisor

Supervisor Responsibilities

☐ Communicating the unit goals to employees.
☐ Assessing the unit performance as well as individual performance.
☐ Developing performance expectations with the participation of employees.
☐ Communicating (and documenting) throughout the performance management cycle about employees’ goals, performance, and development.
☐ Recognizing and rewarding successful performance throughout the cycle.
☐ Coaching for improved performance and taking corrective action as necessary.
☐ Ensuring that employees have the tools, resources, and training and development needed to carry out their duties successfully.

Supervisor Preparation

☐ Set a date and time in advance that is mutually convenient for both you and the employee.
☐ Be sure there is enough time allotted (1 – 1.5 hours) and that it will be free from interruptions.
☐ Select a place that is private and provides a confidential environment.
☐ Provide the employee with tools for self-assessment and gather results.
☐ Gather documents, including the job description, goals and objectives from last year, the prior year’s evaluation.
☐ Consider the employee’s areas of responsibility and goals set at the beginning of the evaluation period, what he/she has done well and where improvement may be needed; what you are doing and what you can improve to support the employee.
☐ Review the employee’s self-assessment.
☐ Prepare a draft performance evaluation to go over with employee.
Managers will receive an Excel spreadsheet monthly that will provide the necessary calculations for managers to correctly process merit increases and any over-the-maximum bonuses.
Conducting the Performance Review

The assessment discussion is simply a continuation of the momentum established throughout the year. The key is to set a tone that is open and productive, and to ensure that by the end of the discussion both supervisor and employee have reached an understanding on any issues that require further discussion, timelines for completion, objectives that need to be met for the next year, and review points.

- Prepare, Prepare, Prepare!
- Choose the proper setting and set the right tone for the discussion.
- Welcome the employee.
- Review draft together and finalize at subsequent meeting.
- Listen and take notes.
- Maintain good eye contact and attentive posture.
- Reflect back your understanding of what s/he has said.
- Don’t interrupt, but ask questions only for clarification.
- Don’t be too quick to pass judgment.
- Focus on the expectations that have been set at the beginning of the review period.
- Focus on specific behaviors and results, not personality.
- Ask for the employee’s opinions and ideas about how to approach work or resolve problems.
- Focus on the future, not on the past.
- Emphasize strengths, as well as areas that need improvement.
- Be candid and be prepared to discuss questionable items.
- Support the employee’s effort to improve.
- Set goals, expectations and standards for the next evaluation.
- Agree to meet regularly with the employee during the evaluation period.
- Discuss development plans with the employee.
- Summarize the session and end on a positive note.
Addendums

Performance Manager Quick Guides
- Manager Guide
- Employee Guide