

Performance Management Road Map

Have you communicated clear expectations/goals (with measurable outcomes) to employee?	Are you gathering support data?	Are you regularly asking for input and giving feedback?	Have you set the stage for employee to prepare for review discussion?	Have you prepared yourself for the review discussion?	Have you conducted the review discussion?
Key Components	Key Components	Key Components	Key Components	Key Components	Key Components
<ul style="list-style-type: none"> Written performance goals with measurable outcomes 	<ul style="list-style-type: none"> Data collection 	<ul style="list-style-type: none"> Frequent targeted conversations Feedback process 	<ul style="list-style-type: none"> Communicate with staff member Review performance discussion instrument 	<ul style="list-style-type: none"> Pull information together and review Compile key performance issues 	<ul style="list-style-type: none"> Documentation of the conversation identifying past performance and future goals
Action Steps	Action Steps	Action Steps	Action Steps	Action Steps	Action Steps
<ul style="list-style-type: none"> Write performance expectations (review job description, performance review tool, essential & marginal job function analysis; discuss components of job with employee & other stakeholders). Determine how performance will be measured. Determine if gap exists between employee skill level & expectations. Discuss goals & measurement with employee (provide written document). Discuss w/employee timelines as they apply. 	<ul style="list-style-type: none"> Determine data collection methods, both quantitative and qualitative (observe performance, talk to customers). Continuous dialog with employee on data collection methods used (how can you both tell if employee is successful or not). Collect data in useable format (notes to yourself, log conversations, evaluations by customers). 	<ul style="list-style-type: none"> Develop relationship and trust. Create environment of mutual respect. Coach when appropriate. Give feedback on how you perceive employee is doing based on data collection. Ask for input on how employee perceives they're doing (ask if there are problems you can help with or resources they need). 	<ul style="list-style-type: none"> Notify employee approximately one month in advance. <p>Employer/employee:</p> <ul style="list-style-type: none"> Agree on timing and location, Review past goals/performance review- if 1st year, review performance expectations. Seek employee feedback – self-assessment (see resource list for examples). Consider co-worker, colleague, and customer feedback. 	<ul style="list-style-type: none"> Write first draft of document/outline. Review met and unmet expectations. If expectations are unmet, seek coaching, practice, role play prior to actual conversation. Consult with your departmental HR expert. Allow some time to mentally prepare before the conversation. 	<ul style="list-style-type: none"> Employer and employee meet to have a conversation and achieve understanding about key performance issues (this may or may not include agreement). Determine goals. Jointly develop a performance plan to meet goals to include: <ol style="list-style-type: none"> periodic meetings utilize resources for improvement coaching and mentoring feedback on a regular basis
Performance expectations and measurements are clear.	Data is being gathered.	Feedback is being given and received all year.	Employee has been informed of review session.	Preparation for review is done.	Review session has been conducted and performance plan developed.

To encourage growth through respectful conversation, goal setting, and accountability