# Performance Management @ Snow College

**Staff Training** 

## Traditional Problems with Performance Management



### Our Process

#### Research

- Review past attempts at reform
- Interviews with employees on the Spirit of Snow
- Best practices and latest research

We are here

#### Feedback and Training

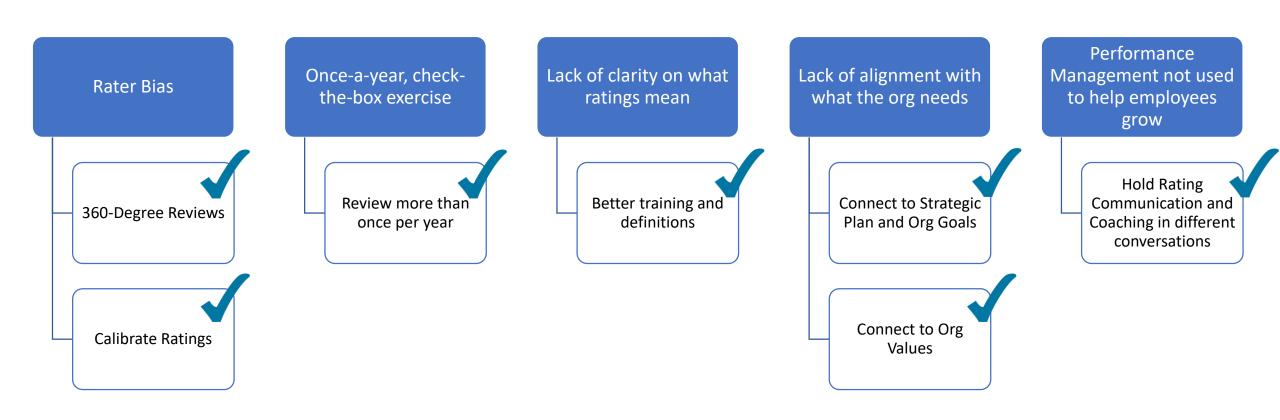
- Share with Cabinet and Staff Association President
- Campus wide presentations and feedback sessions
- Pilot with a few individuals

#### Launch

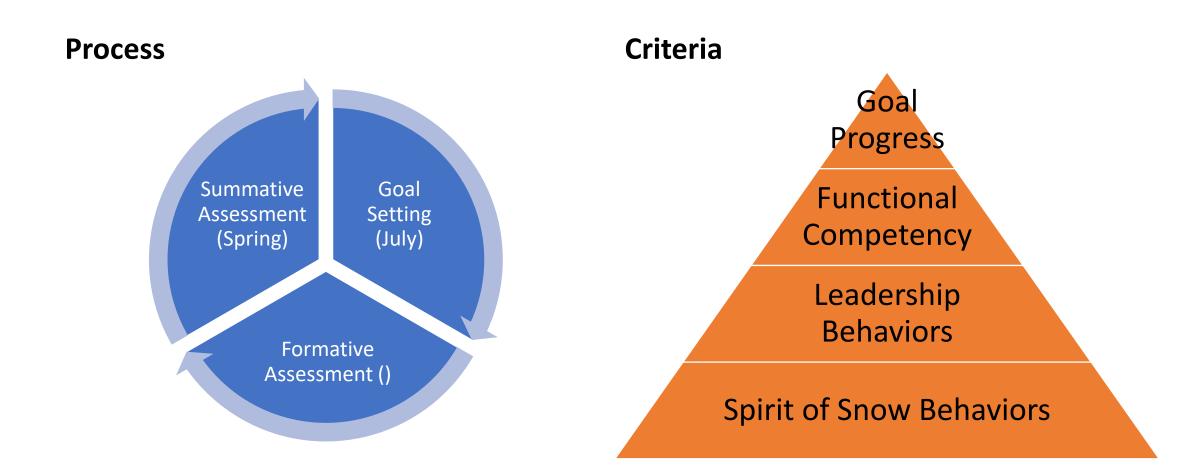
- Revise Policy to allow for more Flexibility (in-process)
- Manager and Employee Trainings
- First Reviews will be Spring 2020

## Traditional Problems with Performance Management (And Their Solutions)

have this feature in the new program



## Performance Management Model

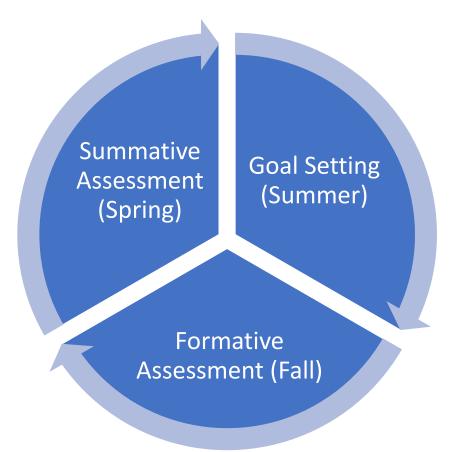


## Performance Management Process

**Goal:** Review of behavior and progress toward goals.

**Output:** Formal Performance

Rating



**Goal:** Cascading goals based on the college strategic plan. **Output:** Goals and objectives

for the year

**Goal:** Review and coaching of skills and behaviors designed to help employees grow. **Output:** Professional Development Plan

## Goal Setting

#### President and Cabinet Set Strategic Objectives based on Strategic Plan

Where are we going long-term?

What do we want to accomplish this year?



#### Executive Team works with their Directors and Deans to Set Functional Objectives

What do we need to do to support the Strategic Plan?

What resources can we contribute?



#### Managers work with Employees to Set Individual and Team Goals

How can my position support the plan and objectives?

How do I need to grow to support the plan and objectives?

### Formative Assessment

#### **Gather Data**

- Self-assessment
- Supervisor guidance
- Peer and subordinate feedback
- Customer comments (if applicable)

## Assess Strengths and Weaknesses

- Compare feedback from different constituents
- Find trends in the feedback
- Focus on Skills and Behaviors

#### Plan and Coach

- Managers and Employees collaborate on a Professional Development Plan
- Managers provide ongoing coaching

### Summative Assessment

#### Assess

- Did the employee meet expectations based on their goals and objectives
- Has the employee's behavior been consistent with the values of the college?



#### Calibrate

- Managers in similar departments meet and ensure that their ratings are consistent
- HR facilitates the calibration sessions



#### Communicate

 Manager reviews the results of the assessment with the employee

## Performance Management Criteria

Goal Progress

Based on progress toward goals and objectives

Functional Competency

Based on the employee's role

Leadership Behaviors

 Based on the employee's level in the organization

**Spirit of Snow Behaviors** 

 Same for all Snow Employees

## Spirit of Snow Behaviors

Selfless Effort

Exceeding Expectations

Respect for All

Vigorous Grit and Tenacity

The selfless Effort

Respect for All

Respect for All

And Tenacity

The selfless Effort

And Tenacity

And Tenacity

And Tenacity

And Tenacity

The selfless Effort

And Tenacity

A

- Put the institution before departments and divisions
- Be passionate about helping others succeed
- Think about the impact on others
- Give credit to others

- Find ways to continuously improve
- Be creative
- Don't assume it can't be done
- Expand your expertise

- Be Inclusive of others
- Welcome diverse backgrounds and ideas
- Disagree collegially

- Don't give up
- Learn from mistakes
- Do hard things
- Show passion for what you do
- Have a genuine interest in others
- Show compassion
- Provide encouragement

## Leadership Behaviors — 4 stages of Contribution

## Contributing Dependently

- Accepts supervision
- Basic and Routine Tasks
- Performs well within defined parameters
- Learns org processes and culture

## Contributing Independently

- Conscientious
- Friendly and Tactful
- Open to new experiences
- Gets along with others

## Contributing Through Others

- "5 Disciplines of the Multiplier":
  - Talent Magnet
  - Liberator
  - Challenger
  - Debate Maker
  - Investor

## Contributing Strategically

- Forward Thinking
- Persuasive
- Manages resource allocation
- Identifies critical opportunities and threats
- Takes appropriate risks
- Creative Problem
   Solver

#### Sources:

"The Four Stages of Contribution" Korn Ferry Consulting

https://dsqapj1lakrkc.cloudfront.net/media/sidebar downloads/FourStagesContribution Research-Primer.pdf Wiseman, Liz. Multipliers: How the Best Leaders Make Everyone Smarter. HarperBusiness

## Leadership Behaviors – Types of Positions at the College

Probationary Employees

> Employee in their first year in their position

Independent Contributors

Nonprobationary employee without management responsibility Line Management

Manager

Supervisor

Department Chair

Mid-level management

Director

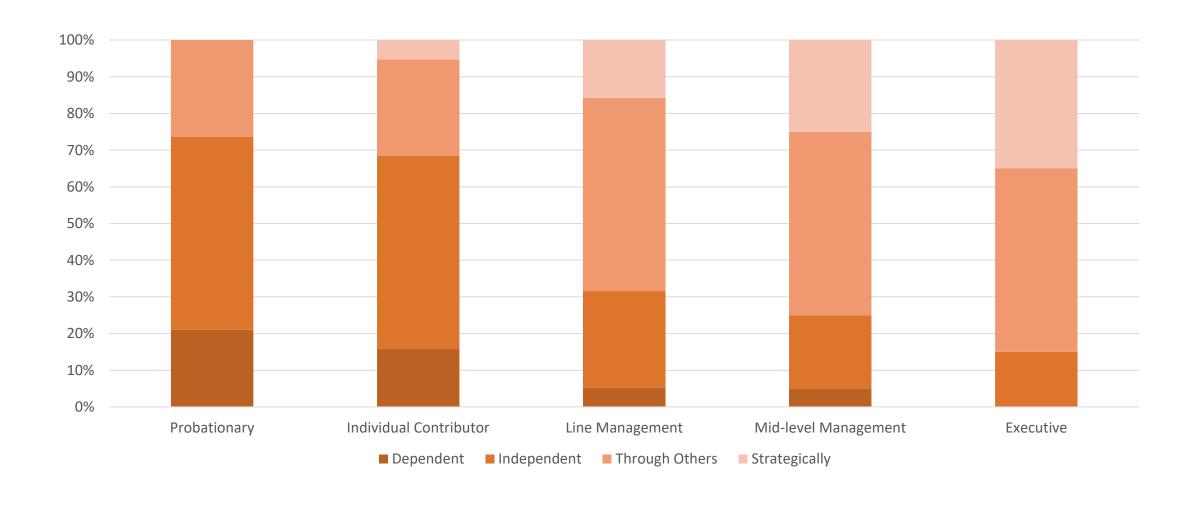
Division Dean Executive

President

Provost/VP and AP/AVP

Executive Director

## Contribution – How it fits together



## Functional Competency

 Manager (with input from HR) determines what skills are essential to the position

Assess

## Measure

 Manager and employee measure the employee's competency toward those skills

- Manager and employee plan:
  - How to maximize employee's strengths
  - How to minimize critical weaknesses

Plan