Performance Development

Danielle Gonzalez, Chief Human Resources Officer

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Agenda

Performance Development

- Tools

- Process

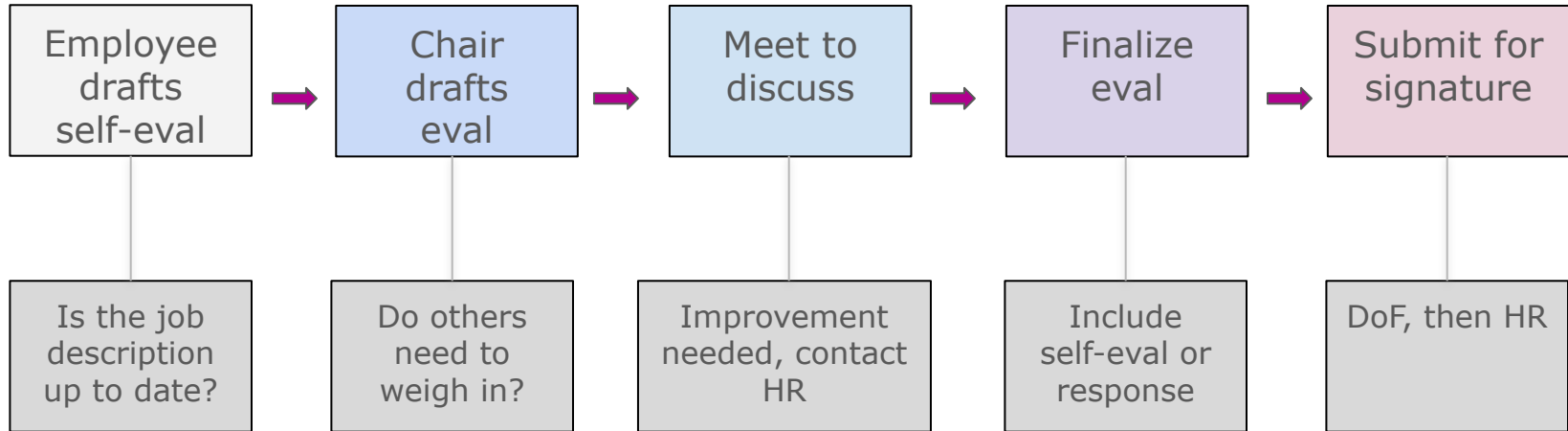- Timing

- Obstacles

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The Tools

Competency Based Form – rate core competencies and dimensions of performance, reflect on overall performance

Narrative Form – Free of ratings, a few open ended questions, more commonly used for management roles

Employee Self-Evaluation – allows employees to provide input on their performance evaluation

https://hr.williams.edu/learning-and-development/perf-dev/

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The Process

Employee drafts self-eval	→	Chair drafts eval	→	Meet to discuss	→	Finalize eval	→	Submit for signature
Is the job description up to date?		Do others need to weigh in?		Improvement needed, contact HR		Include self-eval or response		DoF, then HR

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Job Descriptions

- Template on the HR forms page http://hr.williams.edu/forms/ (Staff Dev>Performance Dev>Position Description)

- If there are significant changes, you may want to consult your HR business partner, Kristen McCormack

- General updates can be sent to hr@williams.edu

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Maintain An On-Going Performance Log

Give real time "in the workflow" "on the spot" feedback throughout the year.

Utilize regular meetings for periodic performance check ins.

Capture specific examples in a digital/paper file: Dates, incidents, notes, accolades.

Preserve this file to be passed on to the next Chair.

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Common Rater Biases

Proximity - Preferential treatment to employees who are closest to them physically. May make incorrect assumptions that those working on-site are more productive

Halo - One positive trait is assumed to be linked to others

Horn - Rate one person unsatisfactory in one quality, which in turn leads them to rate lower than deserved in other categories

Central tendency - rating average or around the middle of scale on all qualities

Recency - rating influenced by most recent behavior, fails to recognize full evaluation period

Leniency - being overly loose in rating performance ratings (e.g. An employee dropped the ball, but they had a lot on their plate)

Different than me - rate lower than deserved because person has qualities dissimilar

Status - Overrating staff in higher level jobs and under-rating staff in lower level jobs

Spillover - Allowing past performance evaluation ratings to unjustly influence current ratings (good or bad)

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The Performance Discussion

What is important for me to know about your communication style?

What parts of your job do you currently find interesting?

What challenges are you facing in this position that you believe would be beneficial for me to know about?

What skills and topics are you interested in becoming more proficient?

How can I support you in this learning opportunity and your work?

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Goal Setting

Goal setting how to's (Star Technique and SMART)

Work performance goal

Gain advanced skills with Google suite, including forms, sheets, and slides to to manage academic process and events with more proficiency (Dec 2024)

Professional development goal

Increase my marketing skill set and learn best practices with social media platforms to 1) create more creative content and 2) increase student attendance at department events by 10% (Fall 2024)

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Feedback From Department Admins

More Proactive Communication

- **Event planning**
- **Student Employment**

Professional Development

- **New technology**
- **Writing**

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Academic Support "Collective Engagement" Lunch Series

- Making Sense of Your Budget and Using Financial Reports *(Jan 2024 KICK OFF!)*
- Communication Skills for Impact
- Grants and Special Funding
- Onboarding and Preparing New Staff Members (The essentials to get started!)
- Academic Units and Records Management: digital file organizing!
- Supporting Visiting Professors
- Navigating Interfolio

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The Timing

- Evaluate the calendar year

- Complete evals by March 31st

- Informs salary setting and merit requests in the spring

- Performance Management will be in Workday - Jan. 2025

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Don't Let Perfect Get in the Way of Done!

The review is a summary of ongoing and regular discussions.

A snapshot:
- what went well
- what didn't go as planned
- and goals for improvement and future learning

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Unique Challenges In Academic Units

- Rotating and/ or multiple Chairs

- Different work style preferences and expectations

- Academic staff often hold much of the institutional history

- Each department is unique e.g. size, majors, priorities

- Managing it all (support, searches, finances, events, and the unexpected)

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What Other Obstacles Might You Encounter?

Open Discussion

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Additional Resources

- Manager Prep: Performance Discussion Questions
- Employee Prep: Performance Reflection Questions
- Guidelines for Giving and Receiving Feedback
- Three Step Process for Difficult Conversations
- 45 Ways to SAY IT in a Performance Review
- Academic Support Lunch Series Monthly Schedule

Find this slide deck and additional resources in the
Performance Management Resources Folder
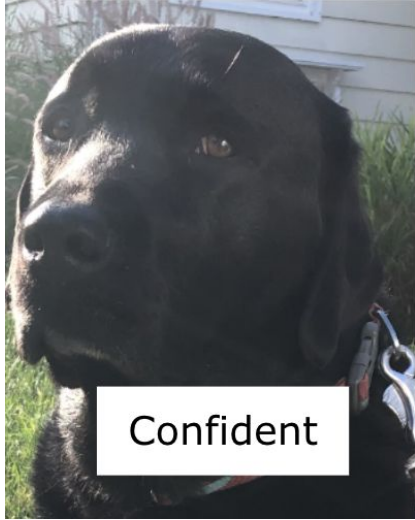
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Confident

Prepared

Thank you for your time

Happy to assist

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