

Performance Management Overview



Overview

Effective performance management is essential to effective organizations. Through both formal and informal processes, it helps align employees, resources, and systems to meet strategic objectives.

It also serves as a dashboard, providing an early warning of potential problems and allowing managers to know when they must make adjustments to keep the organization on track.

Instructions

At the end of each calendar year, managers should have a formal performance conversation with each member of their staff. The purpose of this is to offer appreciation for the employee's contributions, coaching for better performance, and an objective evaluation of what the employee could do better or different in the next year.

During this time, employees will...	During this time, managers will...
<ul style="list-style-type: none">• Reflect on how you contributed value to the organization throughout the year• Gather feedback from others• Prepare your year-end comments and yearend summary	<ul style="list-style-type: none">• Gather information from others on what you achieved and how you achieved it• Enter year-end competency assessments, comments, and summary• Offer their rating of performance for the year

Having the Conversation

When having a performance conversation, it's important to be clear on the context of the conversation and set expectations for the employee moving forward. One way to do this is through the ACE Model:

- **Appreciation** – Feedback can come in the form of expressing how grateful you are to have an employee on the team. This is fundamentally about relationships and human connections. It's feedback that is basically saying "thank you" or "you matter."
- **Coaching** – Have you ever asked for feedback when really, you were asking for direction? Employees are aiming to learn more and grow. If you're a manager, coaching would be your way to help a person on your team improve.
- **Evaluation** – Of all the times of feedback, evaluation is the most challenging to deliver. Evaluation is an assessment of one's performance. It could be a ranking or a rating. Ultimately, it will be a comparison against a specific set of standards.