

PERFORMANCE MANAGEMENT CHECKLIST

2 weeks before meeting...

Confirm that you have an accurate, up-to-date PMT for employee _____

Evaluate your performance _____

Gather documentation and feedback on employee performance _____

1 week before meeting...

Schedule meeting with employee _____

Have employee complete self-evaluation _____

While completing the written evaluation...

Provide specific comments for each Duty on the employee's PMT _____

Confirm that the overall letter rating is consistent with the individual ratings of each Duty _____

Following the meeting...

Review merit guidelines to determine an appropriate recommendation _____

Confirm that evaluation is signed by employee and manager _____

Review merit letter with employee _____

Schedule training or professional development for employee _____

Schedule follow-up evaluation if performance rating is below Successful _____

TIMELINE

March 23 – April 6: Managers attend Performance Management Training sessions held by the Division of Human Resources

March 31: Schools and Divisions should contact the Division of Human Resources by this date if electronic copies of Performance Management Tools are needed

April 1 – April 8: HR will provide each Portfolio with an excel spreadsheet that will include the employee's name, title, organization, current FTE, current hourly rate and annual salary.

May 6: Academic Portfolios must submit their merit recommendations and completed performance evaluations to the Provost for final review and approval. Administrative Portfolios must submit their merit recommendations and completed performance evaluations to the Portfolio's Vice President for final review and approval.

May 13: All completed performance evaluations and merit recommendations (including recommended evaluations and merit increases for direct reports to Cabinet) must be submitted to the Division of Human Resources. The merit recommendations must include the signature of the appropriate Cabinet member. **The signature of the Cabinet member indicates agreement and approval of all performance evaluations and merit recommendations.**

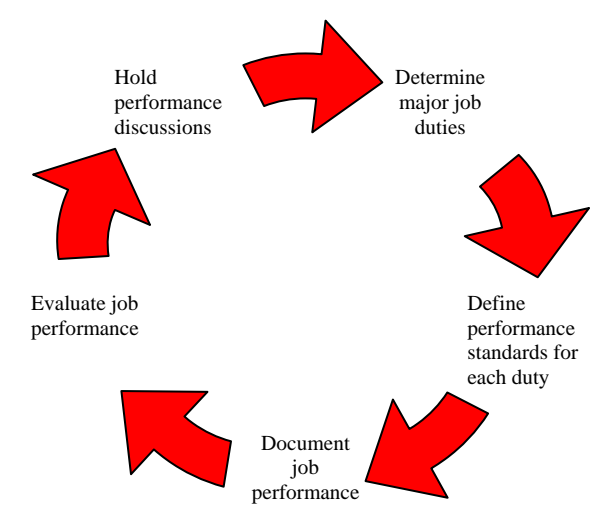
June 24: Division of Human Resources will provide managers with letters of confirmation for distribution to staff.

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Performance Management is a continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between the supervisor and the employee.

Rensselaer values and encourages employee development through a style of management which provides frequent feedback and fosters teamwork.



Division of Human Resources

4 Steps to Successful Performance Management Evaluations

STEP 1. Prepare Yourself

- **Approximately 2 weeks before the meeting**
 - Evaluate your own performance as a manager
 - Solicit information from peers, other managers, and customers about the employee's performance
 - Gather helpful documentation (notes on performance, disciplinary action documentation, training documentation)

STEP 2. Prepare the Employee

- **Approximately 1 week before the meeting**
 - Work with the employee to set a date, time and place for the evaluation discussion
 - Send the employee written confirmation of the meeting
 - Ask the employee to complete a self-evaluation and submit it to you 2 to 3 days before the meeting

STEP 3. Conduct the Meeting

- **Control the environment**
 - Privacy
 - No interruptions
 - Allow enough time
 - Put the employee at ease
- **Overview the process**
 - State the purpose and format of the Performance Evaluation
- **Discuss the employee's self-evaluation**
 - Get the employee to discuss openly by using open-ended questions
 - Use active listening and don't interrupt

- **Present your assessment**
 - Be candid and specific
 - Don't gloss over problems
 - Don't forget the positives
 - Be prepared to give details using your documentation
 - Focus on the performance, not the person
 - Focus on behaviors, not personal traits
 - Don't fall prey to the "halo effect" (overrating) or the "horns effect" (underrating)
 - Relate the employee's strengths to specific performance goals
 - Ask for the employee's reaction to your assessment
- **Set performance and training goals**
 - Work collaboratively with the employee
 - Use the SMART guidelines to write goals (Specific, Measurable, Achievable, Relevant, Time-bound)
- **Finalize**
 - Summarize
 - Have the employee sign the evaluation
 - Schedule follow-up as needed

STEP 4. Following-up

- Discuss merit increase with employee, if applicable
- Work with the employee to schedule any training or professional development agreed upon during the evaluation
- If the employee receives a rating of Developing or Improvement Essential on his/her evaluation, schedule a follow-up meeting within 6 months to re-evaluate performance

Defining Performance Standards

Performance standards provide the employee with specific performance expectations for each major duty. They are the observable behaviors and actions which explain how the job is to be done, plus the results that are expected for satisfactory job performance. The purpose of performance standards is to communicate expectations. Keep in mind that good performance typically involves more than technical expertise.

Performance standards are:

- Based on the position, not the individual
- Observable, specific indicators of success
- Meaningful, reasonable and attainable
- Describe "fully satisfactory" performance once trained
- Expressed in terms of Quantity, Quality, Timeliness, Cost, or Outcomes

In determining performance standards, consider the following:

- What does a good job look like?
- How many or how much is needed?
- How long should it take?
- When are the results needed?
- How accurate or how good is acceptable?
- Are there budget considerations?
- Are there safety considerations?
- Are there legislative or regulatory requirements that require strict adherence?
- Are there behaviors that are expected in your department to promote teamwork, leadership, creativity, customer service?
- What results would be considered satisfactory?
- What condition will exist when the duty is well performed?
- What is the difference between good and poor performance?