

How to Conduct a Successful Performance Management Process, (PMP) Review



LEARNING Objectives

1. Discuss **WHAT** the Performance Management Process (PMP) is
2. Explain **WHY** it is important to conduct a PMP
3. Review **HOW** to complete the PMP form as a **tool** to facilitate a successful a PMP review.
4. Review a few common errors of evaluation



What is the Performance Management Process (PMP)?

Almost all organizations have some type of structured process for *periodically* evaluating and appraising employee performance.

- In the University System of Maryland (USM), it is called the Performance Management Process, or PMP.
- PMP involves more than just submitting a completed PMP form (*performance appraisal*) to HR

What is the Performance Management Process (PMP)?

- An *ongoing* structured process for communicating about performance and helping people achieve excellence on their jobs.
- It involves the use of performance assessment tools such as: Goal setting, Feedback, Coaching, Evaluation, Development planning.
- It is a process that supervisors and employees actively use throughout the year, **not just at appraisal time**.
- PMP forms are provided to facilitate the process, but the primary focus of the PMP is on communication, not on administrative requirements.



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Principles

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Why conduct performance reviews?

1. Allows employees to understand *how* their work contributes to the success of the team, department and institution.
2. Clearly communicates to employees *how* their performance will be measured.
3. Establishes clear performance goals and standards for the employee.
4. Provides support and documentation for the supervisor.
5. Sets the foundation for *ongoing* communication and support between the supervisor and employee.

Performance Management for **Teleworkers** vs In-Office workers

How will an employee's PMP review be different if he or she teleworks?



The Office of Personnel Management (OPM) advises that there should be *no significant difference* between managing the performance of a teleworker and managing the employee who works in the office.

Each employee should be appraised against his or her *performance standard(s)*, despite location.

Performance Management for Teleworkers vs In-Office workers

How do I know an employee is really working at home?

Many supervisors express concern they will not be able to monitor their employee's work effort during telework.

The correct approach to monitor employee work performance is to shift the focus from how much work the employee looks like he/she is accomplishing to how much he/she is accomplishing.

- » By focusing on the work product or deliverables instead of the work activity, many supervisors find they are better able to communicate clear expectations to their employees.
- » The resulting agreement on job expectations often leads to increases in employee productivity and job satisfaction.





Overview of How PMP Works

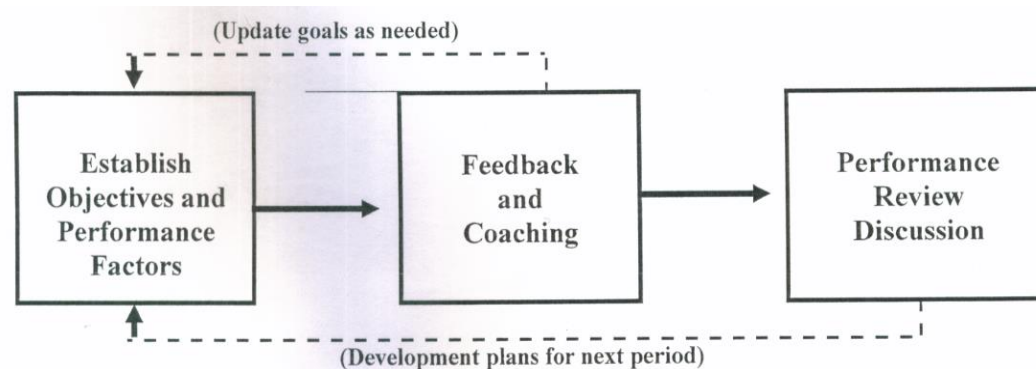
What is the Performance Management Process (PMP)?

- An ongoing process for communicating about performance and helping people achieve excellence in their jobs.

s of **setting expectations, aligning goals, assessing results,** and **focusing on staff development** through **ongoing conversations** between managers and their direct report(s).

PMP is a Three Phase Process

Flow of PMP Events (What should occur during a “*review period*” in PMP)



- **Phase One: Establish Objectives and Performance Factors**
 - The process of **setting expectations**
 - **Aligning goals, assessing results, and focusing on staff development** through **ongoing conversations** between managers and their direct report(s).
- **Phase Two: Feedback and Coaching**
- **Phase Three: Performance Review Discussion**

Note: For most employees this period will normally be one year, although it may be shorter under certain circumstances (for new employees, performance review uses a shorter time frame).

Phase One: Planning

The Beginning of Review Period (MAY-JUNE)



Establish
Objectives and
Performance
Factors

- Reviewing the current job description prior to meeting (*making changes if needed*)
- **Discuss** the work and goals to be accomplished, work products expected and/or deliverables etc.
- **Establish clear objectives and performance standards expected.**
- After the discussion **ensure that there is agreement and understanding** of what is expected (*short term and long term*).
- Document the conversation and agreement (an accountability tool, negotiated agreement reference and future PMP performance discussions)

**Discussed with new employees upon hire*

Phase One: Planning

The Beginning of Review Period (MAY-JUNE)

Criteria for writing objectives:

- **Clear** - both *supervisor* and *employee* have the **same understanding and meaning**
- **Specific** - dealing with a *particular area of performance* rather than a broad, general area
- **Measurable** - if it can't be measured, you can't tell whether or not it's achieved
- **Significant** - should set objectives only for **important areas of performance**, those which will impact institution/department
- **Challenging** - *not too easy* to achieve, but *not so hard* as to be impossible



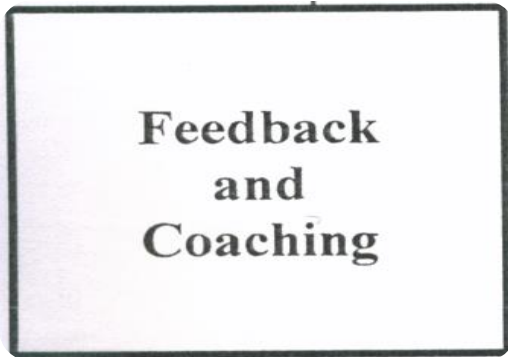
Establish
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Phase Two: The Mid-year PMP

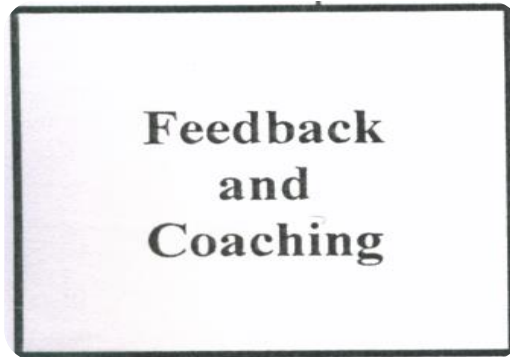
The process Mid-Way point (OCTOBER-DECEMBER)

- Schedule a video call or in-person meeting
- Before the meeting, review employees work products, deliverables, status reports and emails to determine how much he/she actually accomplished between May 1, 2021 – current mid-year period (April 30, 2022)
- Assess performance against established goals and objectives.
- During the this meeting, clearly communicate assessment of their performance *thus far*. Restate goals and expectations RE: job responsibilities, tasks and competencies (skills) and how their performance was measured in your estimation.
- Allow employee input and response.
- If applicable, discuss resource opportunities and timelines for **deficiency improvement areas** if they are assessed as less than ‘Meets standards’.



Phase Two: The Mid-year PMP

The process Mid-Way point (OCTOBER-DECEMBER)



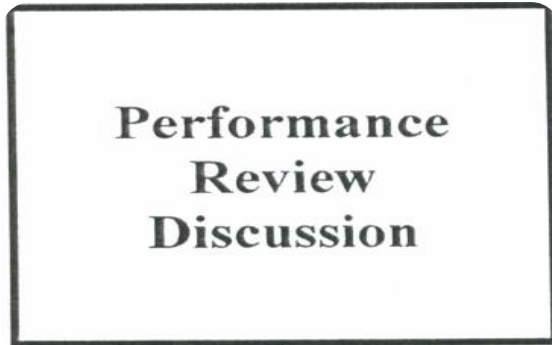
- Remind employee how their goals align/support office, department, division and/or organization goals
- Provide positive feedback – in writing (*if appropriate*)
- Provide prescriptive *constructive* feedback (*where appropriate*)
- Allow employees access to training if needed (*Percipio, HR Sessions*)
- Provide Coaching, direction, training, and corrective action
- Document the discussion for follow up, accountability and review during Phase 3 PMP review period meeting (April 2021).

* Submit to the Human Resources Office if **below Meets Standards**

Phase Three: The Annual Review

The end of review period (April)

☐ Look at the entire review period
May 1 (*previous year*) **thru April 30** (*current year*)



1. Summarize past performance
2. Discuss ways of improving future performance
3. Look for opportunities for professional development

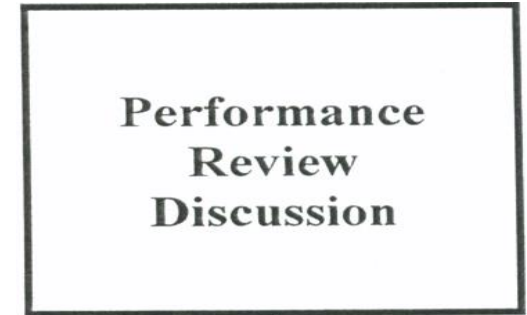


* Due to the Human Resources by April 30th

Phase Three: The Annual Review

The end of review period (April)

1. Assemble all previous notes, relevant data/documentation on employees performance
2. Complete the PMP Form
3. Discuss evaluation 1st with your immediate supervisor and obtain supervisor's signature
4. *Schedule meeting with employee*
5. Discuss performance review with employee (*past and future performance*)
6. Obtain employee's signature on the review



* Due to the Human Resources by April 30th

Common Errors of Evaluators


- **Halo/Horn Effect** - allowing an employee's **extreme competence in one area** “shine” over all other areas.
- **Recency** – the tendency of managers tend to **weight** what the employee appears to have done in the ***last weeks or months***, rather than looking at the entire period the evaluation is supposed to be based on.
- **Bias** is when the supervisor's ***prejudice*** influences the appraisal (e.g. race, national origin, gender, or appearance)
- **Strictness/Leniency** - is the supervisor's tendency to rate employees **too low or too high**.
- **Contrast** - is the tendency to rate employee by ***comparing*** that employee to other employees, rather than on the basis of an ***objective review*** of the job performance.
- **Central Tendency** is incorrectly giving all ratings ***near the middle*** of the scale.



The PMP Document (Completing the PMP Form)



How to Complete the PMP Form

PERFORMANCE MANAGEMENT PROCESS PMP FORM		BOWIE STATE UNIVERSITY		
EMPLOYEE NAME	ID #	PERIOD COVERED	DATE OF REVIEW	
JOB TITLE	DIV./DEPT.	SECTION/UNIT	SUPERVISOR	

SECTION 1: MAJOR PERFORMANCE AREAS

Check major performance areas applicable for employee:

- Individual Performance Factors (Section 2) *NON-EXEMPT*
- Manager/Supervisor Performance Factors (Section 3 – used only if employee is responsible for supervising others) *EXEMPT*
- Operational Objectives (Section 4 – optional)

Signatures below indicate performance factors and objectives have been identified and discussed with employee:

Employee: _____ Date: _____

Supervisor: _____ Date: _____

The Form Ratings Detail



- Record the **importance weights** for all relevant *performance factors* and objectives.

- **Use numbers instead of letters:**

3 = High

2 = Medium

1 = Low

- Record the **ratings** for all relevant *performance factors* and objectives.

- **Use these number for the corresponding performance factors on the ratings scale:**

5 = Outstanding

4 = Above Standards

3 = Meets Standards

2 = Below Standards

1 = Unsatisfactory



How to Complete the PMP Form

SECTION 2: INDIVIDUAL PERFORMANCE FACTORS

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND-ARDS	BELOW STAND- ARDS	UNSAT- ISFAC-TORY
BASIC WORK FACTORS						
QUALITY OF WORK: Completing work thoroughly, accurately, neatly and according to specifications; producing output with minimal errors						
QUANTITY OF WORK: Consistently producing a high volume of acceptable work; producing services or output quickly and efficiently						
TIMELINESS: Completing tasks and assignments by scheduled time; allocating time to various tasks and assignments in accordance with priorities; informing supervisor when schedule problems occur						
USE OF RESOURCES: Making good use of resources, and not wasting time or material; looking for ways to reduce costs; staying within budgets allocated						
ATTENDANCE AND PUNCTUALITY: Coming to work regularly without excessive absences; maintaining assigned work schedules						
COMMENTS:						



How to Complete the PMP Form

SECTION 3: MANAGER/SUPERVISOR PERFORMANCE FACTORS

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND-ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
PLANNING AND ORGANIZING						
SETTING OBJECTIVES: Establishing appropriate objectives and priorities for the unit based on strategic goals of the University; communicating objectives and priorities to others; updating objectives as needed.						
BUDGETING: Developing budgets for the unit based on strategic goals to be accomplished; monitoring status during year; recommending changes to budget when appropriate.						
COORDINATION/INTEGRATION: Interacting with others to achieve common goals; facilitating the flow of information among individuals and groups; seeking support from other functions when appropriate.						
MONITORING GROUP RESULTS: Tracking performance to ensure the unit is meeting its objectives; initiating timely						
COMMENTS:						



How to Complete the PMP Form

	Impt. Wgt.: High Med Low	RATING SCALE				
		OUT- STAND- ING	ABOVE STAND- ARDS	MEETS STAND-ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
OTHER FACTORS (OPTIONAL)						
<i>Work on special projects, committee</i>						
<i>Completion of a Percipio or LinkedIn Learning module on customer service excellence.</i>						
COMMENTS:						



How to Complete the PMP Form

- Operational objectives pertain to technical or functional work to be accomplished in support of organizational/departmental or office goals.
- These objectives will often relate to the established duties and responsibilities for the position as covered in the job description.

SECTION 4: OPERATIONAL OBJECTIVES (OPTIONAL)

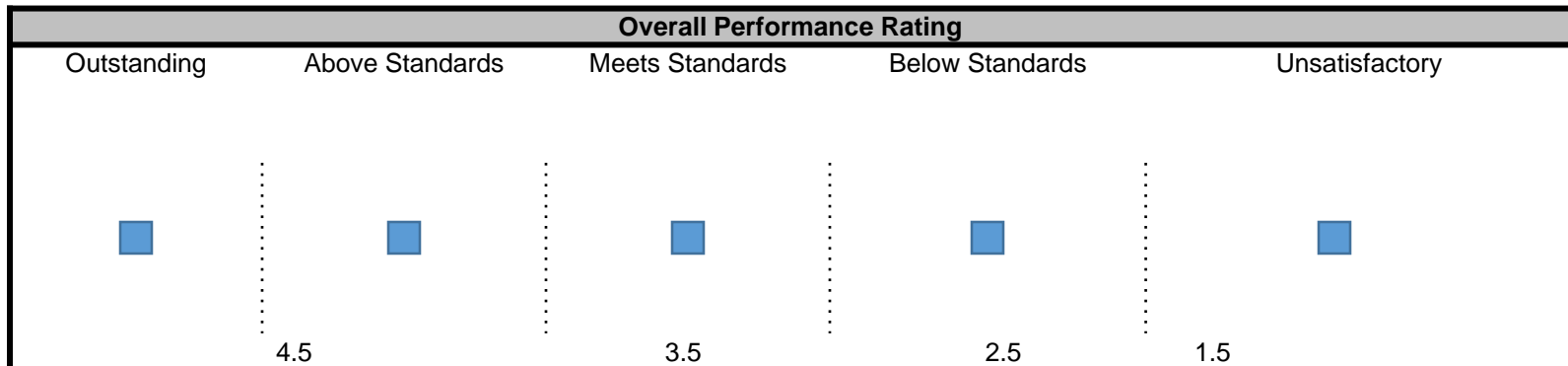
Employee's Name:

OBJECTIVES/STANDARDS	RESULTS	Impt. Wgt.: High Med Low	OUT- STAND- ING-	ABOVE STAND- ARDS	MEETS STAND- ARDS	BELOW STAND- ARDS	UNSAT- ISFAC- TORY
Enhance the friendliness of BSU by exhibiting exceptional customer service welcoming all students, faculty, staff, and visitors to the campus each day.	Because of employee's performance, 20% more staff, students, and faculty are now greeting each other in passing, and upon entrance into offices. Customer service complaints from students and visitors have decreased by 10%.						

PMP Ratings Worksheet



Overall "Score"			
	Wgt		Wgt x Rating
Ind. Perf. Fact.			
Mgr./Sup. Perf. Fact.			
Op. Objectives			
Total	(A)	(B)	
Overall "score" = (B) / (A) =			



The Finish

SECTION 5: SUMMARY OF OVERALL PERFORMANCE

OVERALL PERFORMANCE RATING

Review the individual rated factors and determine an overall rating.

OUT-
STANDING

ABOVE
STAND-
ARDS

MEETS
STAND-
ARDS

BELOW
STAND-
ARDS

UNSAT-
ISFAC-
TORY

Overall Comments:

SECTION 6: EMPLOYEE PERFORMANCE DEVELOPMENT PLANS

SPECIFIC PLANS FOR DEVELOPMENT

TIMING

SPECIFIC PLANS FOR DEVELOPMENT	TIMING

SECTION 7: EMPLOYEE COMMENTS

Employee Comments (optional)

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SECTION 8: SIGNATURES

Supervisor: _____
(Signature)

(Title)

Date

Next Level Supervisor _____
or Dept. Designee: (Signature)

(Title)

Date

Employee: _____
(Signature)*

(Title)

Date

*Signature acknowledges that the performance review has been discussed with me.

Any Questions?



LEARNING Objectives Review

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Appendices

- **Appendix A:** Behavior/Results for Individual Performance Factors
- **Appendix B:** Behavior/Results for Manager/Supervisor Performance Factors
- **Appendix C:** Performance Management Process Form
- **Appendix D:** Work Planning Form

