

# PERFORMANCE MANAGEMENT CYCLE

<b>Name:</b>	<b>Department:</b>
<b>Banner ID:</b>	<b>Appraisal Period:</b>
<b>Job Title:</b>	<b>Appraiser:</b> <b>Date:</b>

## ***Phase I: Performance Planning***

Supervisor and employee meet to plan the upcoming year. Clear expectations established on the following:

- The *major areas* that the employee is responsible for getting results.
- The *specific objectives* the employee will achieve in each of the major areas.
- The *standards* that will be used to evaluate how well the employee achieved each objective.
- The *performance factors or behaviors* that will be important in determining how results are achieved.
- Elements of the *development plan* the employee will complete during the year.
- Frequency of *feedback meetings* between employee and supervisor during the year.

This phase deals with *what* the job is and *how* the employee will get it done. The items discussed in this phase should be documented for future reference.

## ***Phase II: Carrying Out the Plan***

During the appraisal period the employee carries out the plan agreed upon in Phase I. The supervisor is responsible for *ongoing* feedback and coaching. As elements of the plan change adjustments should be made. If there's an element that becomes obsolete, it's abandoned by mutual agreement and replaced with a new objective. In this phase the supervisor's responsibilities also include creating conditions that motivate, observing performance, reinforcing behavior, providing development. The employee's responsibilities include openly communicating, committing to goal achievement, and soliciting performance feedback and coaching.

## ***Phase III: Performance Assessment***

This phase is the precursor to sharing a formal written performance assessment that will be placed in the employee's master personnel file. The supervisor and employee independently evaluate the degree to which the different elements of the plan were achieved. The supervisor obtains the employee's self-appraisal and reviews it. The supervisor prepares a written assessment of the employee's performance. In the written assessment the supervisor indicates the degree to which the employee achieved objectives and how well established performance factors were met. The supervisor identifies any problem areas. The supervisor provides comments and examples in support of the supervisor's judgment regarding the employee's performance. The supervisor shares his/her review of employee's performance with the next level of management, if required, prior to scheduling the performance review with the employee.

## ***Phase IV: Performance Review***

Supervisor and employee meet to discuss results achieved, effectiveness, overall performance assessment and development progress. During this meeting the supervisor compares and discusses the employee's self-appraisal, reviews the employee's strengths and development needs, and both come to a common understanding. The supervisor allows the employee to write comments about the appraisal if he/she wishes to do so. The supervisor has the employee sign indicating that the appraisal has been reviewed, gives the employee a copy, and sends a copy to Human Resources.

## ***Repeat process beginning with Phase I:***

Repeat Phase I, incorporating data and insight gained from the previous appraisal process. The supervisor and employee revise any major areas that may have changed over the year and set new objectives and standards for the upcoming appraisal period. Both parties also create updated development goals and action plans.