The Introduction of a New Performance Management System for Administrative & Professional, and Exempt Employees at Brock University
Your Role Today

- In your day-to-day activities you may wear many different hats – employee, colleague, coach or supervisor!

- Today, we ask you to focus on YOU! In this workshop we ask that you think about your own Performance Review & Planning Process and what Performance Goals you wish to achieve in the next 12 months.
Workshop Objectives

- Introduce the new PR&P Process and how it works
- Discuss how to complete the PR&P Form
- Examine four optional worksheets you can use to record your activities & information
- Develop performance goals & development plans
- Review how the PR&P meeting will be conducted
Performance Management At Brock

Historically,

- Focus has been on performance appraisal;
- Measuring performance based upon expected skills, knowledge and related activities.
PERFORMANCE MANAGEMENT REVIEW:

- Research and analysis of performance appraisals and performance management systems  
  Sept - Oct 2004

- Focus Group meetings with senior teams to determine purpose, vision and role of performance mgmt needs at Brock  
  Nov 2004

- Focus Group meetings with Administrative / Professional staff  
  Dec 2004

- Compile and evaluate feedback from focus group meetings.  
  Dec 2004 – Jan 2005

- Design draft performance mgmt system based on identified needs and research  
  Jan 2005

- Working groups to finalize draft concept and design  
  Feb 2005

- Outline associated training needs and implementation schedule  
  Mar 2005

- Proposal of New Performance Management System to S.A.C.  
  April 2005

- Introduction and Implementation of new PR&P system  
  June – Sept 2005
Key Recommendations

#1

Replace merit increase with PTR increase.
Key Recommendations

#2

Move from performance appraisal evaluation process to performance review and planning process.
Key Recommendations

#3

Implementation of accompanying toolkits and corresponding training to support new PR&P process.
Key Recommendations

#4

Offer Units/Divisions/ Faculties the option of conducting PR&P process at a time other than July 1st.
#5

Eliminate rating categories.
The PR&P Model

The PR&P Process has been developed using a three-prong approach supported with ongoing coaching and recommended quarterly reviews.

1. Future Performance Goals

2. Accomplishments Made Towards Goals

3. Development Plans
Small Group Activity

What questions and/or concerns do you have about the new Performance Review and Planning (PR&P) Process?

In your table groups, list your questions and/or concerns on the flipchart paper provided.
What’s In Your PR&P Toolkit

- PR&P Process Flowchart
- Employee Toolkit Reference Materials
- Performance Review & Planning (PR&P) Form
- Quick Tips For Completing Your PR&P Form
- Preparation Worksheets
- Your Notes & Tracking
# Performance Review & Planning Process Flowchart

## YEAR 1

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>PR&amp;P FORM</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| **PR&P Planning Meeting** between employee & supervisor ... what do you want to accomplish in the next 12 months? | **Section I PR&P** Listing of Performance Goals for the upcoming 12 month period of ... | ▪ Quick Tips  
▪ Creating a Goal Statement Worksheet #1  
▪ SMART Goals in Training Toolkit/Workshop |
| Monitoring and tracking status of performance goals.    |                                                                           | ▪ Status of Goals Worksheet #2  
▪ Quarterly meetings with supervisors |
| Monitoring and tracking achievements, accomplishments and challenges. |                                                                           | ▪ Annual Achievements Worksheet #3 |

*Quick Tips*

*Creating a Goal Statement Worksheet #1*

*SMART Goals in Training Toolkit/Workshop*

*Status of Goals Worksheet #2*

*Quarterly meetings with supervisors*

*Annual Achievements Worksheet #3*
### Performance Review & Planning Process Flowchart

**12 MONTHS**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>PR&amp;P FORM</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| **PR&P Annual Meeting** between employee & supervisor. Complete PR&P form and submit to HR. | **Section II: Annual Achievements** Summary of Accomplishments /Achievements/Challenges and corresponding Discussion and Comments | - Quick Tips  
- Status of Goals Worksheet #2  
- Annual Achievements Worksheet #3 |
| **Section III: Employee Development Plan**   |                                               |                                               |
| **Section IV: Employee Suggestions for Departmental Improvement** |                                               |                                               |

Submit Completed PR&P Form to Human Resources
The Performance Review & Planning (PR&P Form)

This form is a tool that will be used by both you and your supervisor throughout the year. It is divided into 5 sections:

Section I: Future Performance Goals
Section II: Annual Achievements
Section III: Employee Development Plan
Section IV: Employee Suggestions For Departmental Improvement
Section V: Signature and Review
Quick Tips

Quick Tips is a guide to help you complete your Performance Review and Planning (PR&P) Form.

For each section of the form, it provides a list of tips to consider and highlights the optional worksheets that you may wish to use for help.
Preparation Worksheets

Four optional worksheets have been created to assist both you and your supervisor to organize your thoughts, track progress and prepare for the PR&P meeting:

- Worksheet #1: Creating A Goal Statement
- Worksheet #2: Status of Goals
- Worksheet #3: Annual Achievements
- Worksheet #4: Employee Development
In preparation for the PR&P meeting, you and your supervisor may find it useful to refer to the following documents or information:

- Employee’s Key Tasks or Responsibilities
- Department/Faculty Goals and/or Strategic Plan
- The PR&P Form, Quick Tips Form and Preparation Worksheets
- Supporting documentation including notes, feedback, comments received, as well as results from the University’s 360-degree feedback program (if applicable)
How To Set Performance Goals

What is a Goal?
What is a Goal?

- A goal is defined as a **destination**, or overall achievement that you wish to accomplish.

- Goals can be either **short-term** or **long-term** achievements that require many steps.
How to Set Performance Goals

Well-constructed performance goals clearly define the desired end results of performance and describe how success will be measured.

They build a foundation for:
- effective coaching
- performance review
- development planning
## Strategic Goal Setting

<table>
<thead>
<tr>
<th>University Goals</th>
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</thead>
<tbody>
<tr>
<td>Evaluates its success by relating results achieved to the broad goals and strategies set by senior executives at the start of each year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Departmental Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your department’s success is based on its contribution to the achievement of the University’s strategies.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Your Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each employee’s performance is assessed by its impact on the achievement of department objectives.</td>
</tr>
</tbody>
</table>
What is a Performance Goal?

A Performance Goal is a goal that focuses on a person’s performance in relation to their job description, key duties and responsibilities.
What is a Development Goal?

- A Development Goal is a goal that focuses on a person’s development of skills, knowledge, and behaviors.

- Development goals may include learning new computer skills, expanding knowledge in a specific knowledge area, developing leadership skills, etc.
Creating The Right Goals For You

How do you create goals that are challenging, yet achievable?

- Rule of thumb – Not too big, not too small.
- Goals should be within the scope of your job description and skill level.
- Based on your assumptions, the objectives must be attainable within the time frame give.
What is a SMART Goal?

A SMART Goal is a goal that is:

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**elevant
- **T**ime-Framed
Specific

A SMART Goal describes an observable action or behaviour, using action verbs.

It answers the question, “What has to be done?”
What is an Action Verb?

What are some examples of an action verb that will indicate what measurable, visible activity is to take place?
# Action Verbs

<table>
<thead>
<tr>
<th>Advise</th>
<th>Lead</th>
<th>Supervise</th>
</tr>
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<tbody>
<tr>
<td>Analyze</td>
<td>Maintain</td>
<td>Teach</td>
</tr>
<tr>
<td>Budget</td>
<td>Manage</td>
<td>Track</td>
</tr>
<tr>
<td>Create</td>
<td>Perform</td>
<td>Train</td>
</tr>
<tr>
<td>Coordinate</td>
<td>Plan</td>
<td>Write</td>
</tr>
<tr>
<td>Decrease</td>
<td>Reduce</td>
<td></td>
</tr>
<tr>
<td>Demonstrate</td>
<td>Research</td>
<td></td>
</tr>
<tr>
<td>Increase</td>
<td>Suggest</td>
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</tr>
</tbody>
</table>
Measurable

- It defines the end result in qualitative or quantitative terms. For example, quantities, frequencies, error rates, etc.

- Quantitative goals are measured or measurable by quantity.

- Qualitative goals are concerned with or depending on quality.
Attainable

- The employee can be expected to succeed provided they have the required skills and resources.
The goal is relevant to the individual’s responsibilities, department goals and University strategic goals.
There are specific target dates, frequencies and deadlines.
Developing An Action Plan

An Action Plan identifies:

- **Steps** required to achieve a goal
- **Who** needs to be involved
- **Timeframes** for completion of each step
- **Support** and resources required
- **Follow-up** needed to ensure plan is progressing (i.e. Coaching, meetings, etc.)
My goal is to take a vacation this year.

How do I make this a **SMART** Goal?

Using the SMART Goal Assessment Tool on page 12 of your toolkit, I can confirm that my goal is SMART.
Writing A SMART Goal

- My goal is to take an Excel Computer Program.

- How do I make this a SMART Goal?
Goal – To successfully complete a Microsoft Excel Computer Program offered internally through the University by December 31, 2005 to help me improve my computer skills.

Specific: “To successfully complete a Microsoft Excel Computer Program offered internally through the University”

Measurable: Yes but I must take the course

Attainable: Only if the course is offered & there is the budget available

Relevant: “to help me improve my computer skills”

Time-Framed: “by December 31, 2005”
Action Plan

**Performance Goal** – To successfully complete a Microsoft Excel Computer Program offered internally through the University by December 31, 2005 to help me improve my computer skills.

What needs to be done to achieve this goal?
- Obtain listing of courses offered internally through the University
- Select date that meets my scheduling needs & the department’s
- Obtain approval by supervisor to attend
- Register for program
- Attend program

By when? (List dates beside each activity)

Additional support and/ or resources?
- Is there budget for you to attend?
Practice SMART Goals

In the upcoming 12 month period, what would you like to accomplish? What will be your main focus?

Using Worksheet #1: Creating a Goal Statement, create three goals and action plans that you would like to achieve.
Worksheet #1: Creating A Goal Statement

1. Start by making a list of 3 to 5 of your key tasks or responsibilities.

2. Now, write down your ideas for goals that correspond with your key ideas.

3. Put each of your goal ideas to the test by answering the five questions listed on your worksheet.

4. Create an Action Plan for each goal.

5. Use the SMART Goal Assessment Tool on Pg. 12 of your Toolkit to ensure your Performance Goal is SMART.
Completing the PR&P Form

Section I: Future Performance Goals

- Refer to your Quick Tips Form
- Worksheet #1: Creating A Goal Statement
- SMART Goals in your Training Toolkit
Completing the PR&P Form

Section II: Annual Achievements

- Refer to your Quick Tips Form
- Worksheet #2: Status of Goals
- Worksheet #3: Annual Achievements
Completing the PR&P Form

Section III: Employee Development

- Refer to your Quick Tips Form
- Worksheet #4: Employee Development
Completing the PR&P Form

Section IV: Employee Suggestions
For Departmental Improvement

- Refer to your Quick Tips Form
Completing the PR&P Form

Section V: Signature and Review

- Comments and Signature
- Forward to Dean/Division Head for signature
The PR&P Meeting
(Preparation)

- A week or two prior to your PR&P meeting, your supervisor/manager will arrange with you a mutually agreed upon meeting time and location.

- Both you and your supervisor are asked to prepare by jotting down ideas on the PR&P form and preparation worksheets.

- PR&P Form and preparation worksheets are available at www.brocku.ca/hr/employment_info.
The PR&P Meeting

- Approximately 90 minutes to complete.
- Is intended to be a dialogue and discussion.
- After completing Sections I-III, you will complete Section IV: Employee Suggestions for Departmental Improvement.
- You and your supervisor will then complete Section V: Signature and Review, signing the form and adding any comments.
- Final copy is forwarded to the Dean/Division Head for review and signature and a copy if returned to both you and your supervisor.
Responding to Challenges & Changes

During the 12-month period that elapses from the time you set your performance goals until your annual PR&P meeting, many unforeseen challenges can occur.

These challenges may directly impact whether or not you can achieve your goals.

What are some unforeseen challenges you may experience?
Unforeseen Challenges

They may include:

- A change in the University’s strategic plan or direction.
- Shifting priorities for the department.
- A change in job responsibilities and duties.
- Resources are no longer available.
- You are unable to complete goals due to the impact of others.
How to Handle Obstacles

To handle obstacles that may come your way, it is a useful exercise to list your assumptions when creating your performance goals.

What assumptions could you make about your goals?
Making Assumptions

Your assumptions may include:

- Your department will remain fully staffed.
- You will have the resources required to perform effectively.
- Your main job responsibilities and duties will remain unchanged.
- Department priorities will remain unchanged.
- You will have the budget required to complete your goals.
Quarterly Follow-Up

- Quarterly follow-up meetings are encouraged between you and your supervisor to ensure that your goals are still appropriate.

- Goals may need to be revised and the changes documented.

- The.Status of Goals Worksheet #2 has been designed to help you identify any factors that may affect your ability to accomplish your goals.
Closing Questions Or Concerns?