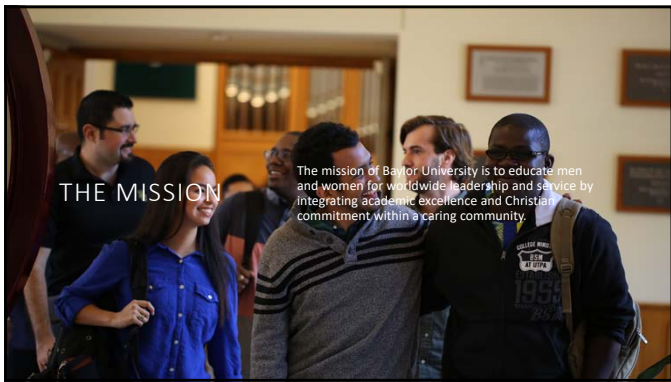




Performance Feedback

For Managers



THE MISSION

The mission of Baylor University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

Core Commitments

- COMMIT TO BAYLOR'S CHRISTIAN MISSION & VISION
- PURSUE EXCELLENCE THROUGH CONTINUOUS IMPROVEMENT
- SERVE OTHERS RESPECTFULLY
- ACCOUNT FOR STEWARDSHIP OF TIME, RESOURCES, & SELF
- SEEK LEARNING & APPLY KNOWLEDGE
- BUILD RELATIONSHIPS & WORK COLLABORATIVELY



Leadership Commitments

- MANAGE ETHICALLY & ENSURE ORGANIZATIONAL COMPLIANCE
- LEAD WITH COURAGE THROUGH CHANGE & CONFLICT
- COACH & DEVELOP OTHERS
- MANAGE WORK & ADVANCE PERFORMANCE
- BUILD ENGAGEMENT & TRUST
- BUILD PARTNERSHIPS WITHIN & ACROSS TEAMS



Performance Feedback



Preparation



Writing



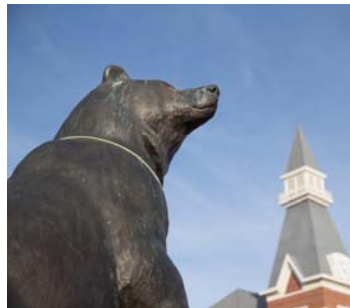
Delivering



Follow-on Actions

Preparation – Pre-work

- [Pre-work](#)
- How does this feedback benefit the employee?
- Have I requested feedback for my direct reports from other sources (peers, constituents) to inform a complete picture?
- Have I created an outline of talking points that focus on strengths and put developmental goals in context?
- Have I included the employee's 2nd level supervisor in the process?



Preparation - Considerations

- Halo Effect
- Tendency Bias
- Recency Bias
- Contrast Bias
- Personal Bias

Performance - Considerations

- Have I heard the employee's perspective and incorporated it into my evaluation?
- Have I worked with the employee to identify next steps that will achieve success?
- How can the employee use their strengths to improve performance?

Writing – Historian/Performance Management


- STAR
- STAR-AR
- SMART/REAL Goals
- Performance Indicator





STAR

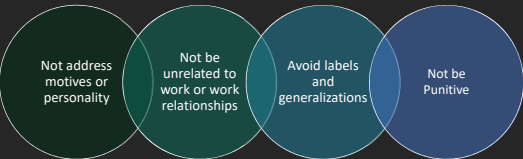
- (Situation) New managers need training on how to lead at Baylor.
- (Task) Develop or outsource training for managers newly promoted to leadership or managers recently hired at Baylor.
- (Action) Developed a ½ day leadership seminar called Leadership Essentials that introduces Baylor's Leadership Commitments from guest speakers, human resource consultants, as well as our Manager of Learning and Development. The seminar concludes with a leadership panel from VIP guest across campus. The seminar is a time for leaders to set aside for reflection, encouragement, networking, personal and professional development to help them fulfill our University's mission.
- (Result) You conducted 4 seminars, that impacted 121 leaders. There is a 96% satisfaction rate from participants, 94% have a better understanding of what it means to lead at Baylor, and 90% feel more confident in their ability to lead as a result of Leadership Essentials. Most improved attributes are accountability, mentorship/coaching, communication, and self-awareness. A month later, 96% report they have been able to apply several skills learned from Leadership Essentials significantly in their department. 40% of participants have connected with coworkers in the last month because of relationship formed during the seminar.



STAR-AR

- (Situation) The university needs more training to help supervisors lead employees.
- (Task) Offer more training opportunities to staff at Baylor.
- (Action) Multiple in-person trainings were offered.
- (Result) Desired impact was minimal due to limited number of participation in class. 12 people enrolled in Performance Appraisal training and awareness is determined to have increased marginally.
- (Alternative Action) Pursue an alternative online course, market the training through multiple avenues, and/or offer in-person by department to engage people directly. Use other trainings to relay the importance of One on Ones and performance feedback.
- (Alternative Result) Managers are aware of do's and don't's for conducting performance appraisals, employees have a better performance management experience, and retention increases at Baylor.

Feedback Should



Feedback Options

What is the purpose?

- Provide clear and specific feedback on areas of work
- Guide professional development planning

How are they used?

- Provide data on employee performance for organizational planning
- Ratings translate into numbers for purpose of formulas to inform the merit process

Why are they different?

- Focus on feedback and development planning

Area of Concern	Area of Needed Development	Area of Competence	Area of Mastery
<ul style="list-style-type: none"> • Needed correction in performance • Lack of essential knowledge • Lack of intentionality • Lack of engagement • Failure to grasp concepts • Fails to adapt to change • Inconsistent performance • In need of constant oversight • Lacks needed level of confidence in work 	<ul style="list-style-type: none"> • Potential for growth • Developmental opportunities within area of need • Additional time needed to learn and/or apply knowledge • Has desire to learn and apply knowledge • Learning but some needed oversight while continuing to develop • Seeks information and is learning best practices • Gaining confidence in work 	<ul style="list-style-type: none"> • Engaged in work • Engaged with team/dept. • Needs little to no supervision in current responsibilities • Seeks opportunities to learn more and work with others • Adapts to change and/or new responsibilities • Quality of work aligns with level of experience • Contributes to team performance • Looks for positive in change • Accepts and provides feedback 	<ul style="list-style-type: none"> • Has mastered current responsibilities and is ready for next step professionally • Seeks to grow beyond position and apply expertise beyond departmental objectives • High level of confidence in responsibilities and how position impacts University objectives • Sought out as expert in area • Leads collaborative projects

S • Specific
M • Measurable
A • Achievable
R • Realistic
T • Timely

GOALS

R • Relevant
E • Experimental
A • Aspirational
L • Learning Based

Feedback Flow

- Summarize
- STAR-AR to cite 3-5 developmental goals
- SMART or REAL goals to set 3-5 expectations for the upcoming year.
- STAR to cite 3-5 specific contributions IAW previous goals.
- Reflect on the employee's past year of work and future productivity.

Allow the employee time to review your performance feedback before the meeting.

Engaging in Crucial Conversations during Feedback





Do	Don't
BearTastic Produce plenty of time	Not SO Great Do not engage in one-way conversations. Listen and bring ideas to solve situations.
BearTastic Use the STAR-AR method (Situation, Task, Action, Result, Expectation) when giving feedback.	Not SO Great Do not engage in one-way conversations. Listen and bring ideas to solve situations.
BearTastic Focus on positive, specific, and actionable feedback. Use the STAR-AR method.	Not SO Great Do not engage in one-way conversations. Listen and bring ideas to solve situations.
BearTastic Give feedback. Requesting to give negative feedback is not a request for a promotion.	Not SO Great Do not engage in one-way conversations. Listen and bring ideas to solve situations.
BearTastic Offer to be a coach. Offer professional and additional resources to support you and the employee.	Not SO Great Do not engage in one-way conversations. Listen and bring ideas to solve situations.

BAYLOR HUMAN RESOURCES
www.baylor.edu/leaders
askHR@baylor.edu (254)710-2000




Conclude

- Summarize
- Solicit for Questions or Comments
- End on a Positive Note
- Say Thank You





Performance Feedback

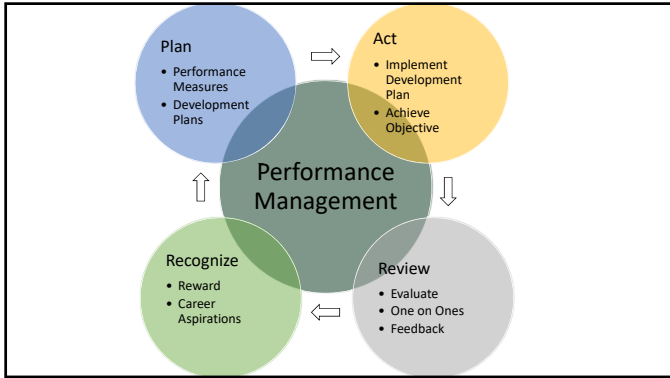
 <p>Preparation</p> <ul style="list-style-type: none"> • Pre-Work • Consideration 	 <p>Writing</p> <ul style="list-style-type: none"> • STAR • STAR-AR • Performance Indicator • Goals
 <p>Delivering</p> <ul style="list-style-type: none"> • Feedback Flow • Crucial Conversations • Thank You 	 <p>Follow-on Actions</p>

Merit increases are based on:

<p>Budget</p>  <p>Tuition Donations/Endowment</p>	<p>Performance</p>  <p>What - goals & job duties How - behavior</p>	<p>Pay Band</p>  <p>Average Market Value Skill Level/Experience</p>
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When entering merit recommendations:

<p>CONSIDER</p> <ul style="list-style-type: none"> • Performance 	<p>REVIEW</p> <ul style="list-style-type: none"> • Equity within the department 
<ul style="list-style-type: none"> • Pay Band 	<ul style="list-style-type: none"> • Fairness across employees 



One on Ones Defined

70% OJT, 20% developmental interactions; 10% formal learning (research conducted at the CCL). That means you are in charge of 90% of your employees L&D.

- Scheduled
- Weekly
- 30 minutes
- Each direct report
- Employee directed
- Take notes!

Benefits

- Take actions to engage employees
- Drive outcomes
- Create a culture of accountability
- Make decisions based on productivity
- Build relationships and create open dialogue

- Increase Retention 55%
- Increase discretionary effort 52%
- Increase profitability 48%
- Increase Productivity 22%
- Increase Customer engagement 17%
- Increase Employee engagement 30%
