Performance Feedback

For Managers

The Mission of Baylor University is to educate men and women of all cultures, races, and classes 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

- Preparation
- How does this feedback benefit the employee?
- Have I requested feedback from other sources (peers, constituents) to obtain a complete picture?
- Have I created an outline of talking points that focus on strengths and developmental goals in context?
- Have I included the employee's 2nd level supervisor in the process?

Writing

Preparation – Pre-work

- Pre-work
- "How does this feedback benefit the employee?"
- "Have I requested feedback from other sources (peers, constituents) to obtain a complete picture?"
- "Have I created an outline of talking points that focus on strengths and 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 in Training and Training Manager. The seminar is open to all leaders and is open for all leaders to attend. The seminar includes 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.

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 not reached 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-One meetings and performance feedback.
- **Alternative Result**: Managers are aware of do’s and don’t’s for conducting performance appraisals, employees have better performance management experience, and retention increases at Baylor.

Feedback Should

- Not address motives or personality
- Not be unrelated to work or work relationships
- Avoid labels and generalizations
- Not be punitive
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 purposes of formulas to inform the merit process

Why are they different?
- Focus on feedback and development planning

**Area of Mastery**
- Has mastered current responsibilities
- Ready for next step professionally
- Sought out as expert in area
- Leads collaborative projects

**Area of Concern**
- Needed correction in performance
- Focus on feedback and development planning

**Area of Needed Development**
- Inconsistent performance
- Needs constant oversight
- Lacks needed level of confidence in work

**Area of Competence**
- Engaged in work
- Engaged with team/dept.
- Needs little to no supervision in current responsibilities

**GOALS**
- Specific
- Measurable
- Achievable
- Realistic
- Timely

- Relevant
- Experimental
- Aspirational
- Learning Based
Feedback Flow

Summarize STAR-AR to cite 3-5 developmental goals. SMART or RACI 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
• Praise具体 examples
• Praise具体 examples
• Praise具体例子
• Praise具体例子
• Praise具体例子

Don’t
• Praise具体例子
• Praise具体例子
• Praise具体例子
• Praise具体例子
• Praise具体例子

Conclude
• Summarize
• Solicit for Questions or Comments
• End on a Positive Note
• Say Thank You
Performance Feedback

**Preparation**
- Pre-Work
- Consideration

**Writing**
- Slide
- Draft
- Performance Indicator
- Goals

**Delivering**
- Feedback Flow
- Crucial Conversations
- Thank You

Follow-on Actions

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Merit increases are based on:

**Budget**
- Tuition
- Donations/Endowment

**Performance**
- What - goals & job duties
- How - behavior

**Pay Band**
- Average Market Value
- Skill Level/Experience

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When entering merit recommendations:

**CONSIDER**
- Performance
- Pay Band

**REVIEW**
- Equity within the department
- Fairness across employees
Performance Management

- Plan
  - Performance Measures
  - Development Plans

- Act
  - Implement Development Plan
  - Achieve Objective

- Review
  - Evaluate
  - One on Ones
  - Feedback

- Recognize
  - Reward
  - Career Aspirations

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.

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 50%
- Increase discretionary effort 52%
- Increase profitability 48%
- Increase Productivity 23%
- Increase Customer engagement 17%
- Increase Employee engagement 30%