

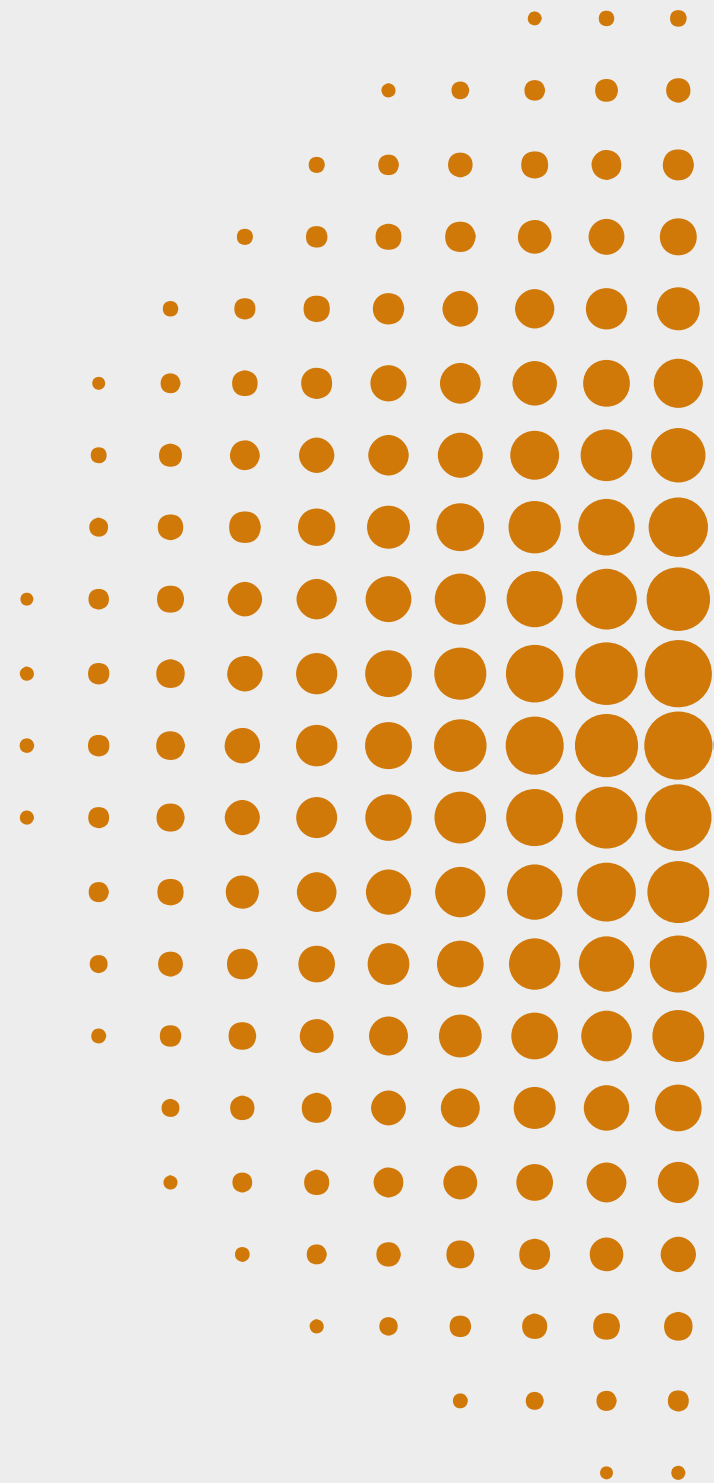
Performance Management 2023

People Leader Session

Dr. Antoinette (Toni) Nottingham
Sr. Director, Learning & Talent Development



AION Human Resources

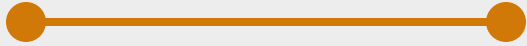
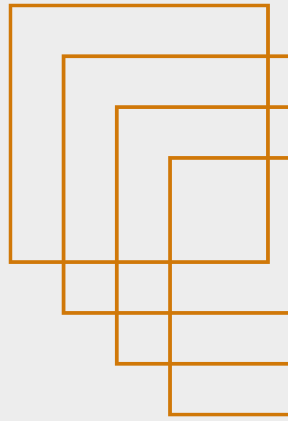




- Selecting 'right fit' candidates
- Developing, assessing, & coaching
- Ensuring performance standards, objectives, and measures align with organizational strategic goals

**Organizational performance review
activities support each of these critical
areas**

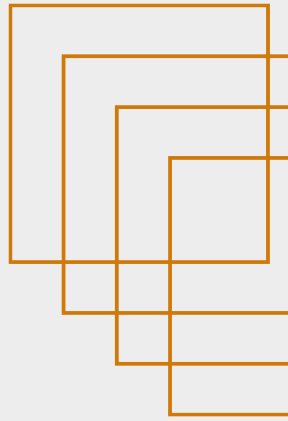
Today, you will



- What performance management is... and is not
- The AI|ON approach to performance assessment
- Performance review best practices
- How to put skills into practice
- The 2023 performance review timeline, process, and the resources available
- We will also preview 2024 performance goal settings (Jan-Feb 2024)

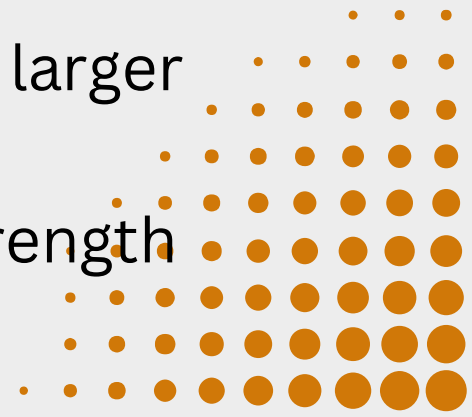


Why Performance Management...



Formal recognition & affirmation of year-long performance

- Supports job description and job competency review
- Re-enforces the execution of the organization's strategic goals through prioritizing and aligning to goals and objectives
- Provides the opportunity to re-enforce the valuation of individual accomplishment to the larger organizational goals
- Identifies top performers to support bench strength assessment, succession, and growth



Performance Management 2023 Timeline

Kickoff
Announcement
Oct 3, 2023

Supervisor Training
Conducted
Oct 10, 17, & 18, 2023

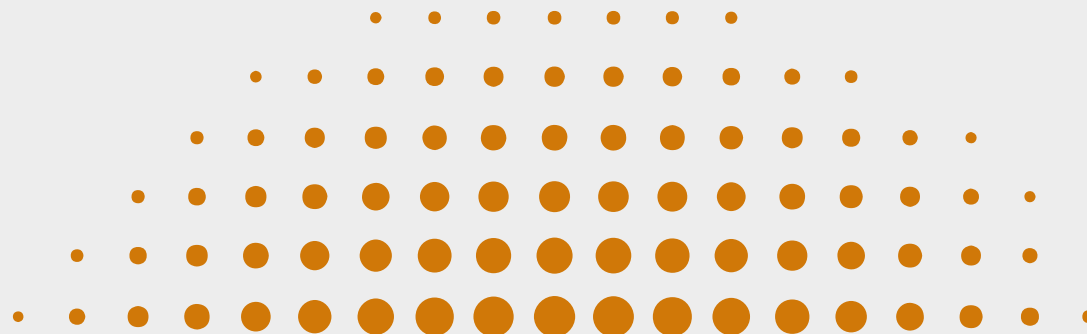
Supervisor Reviews
Completed
Oct 30 - Nov 3, 2023

Clean up and
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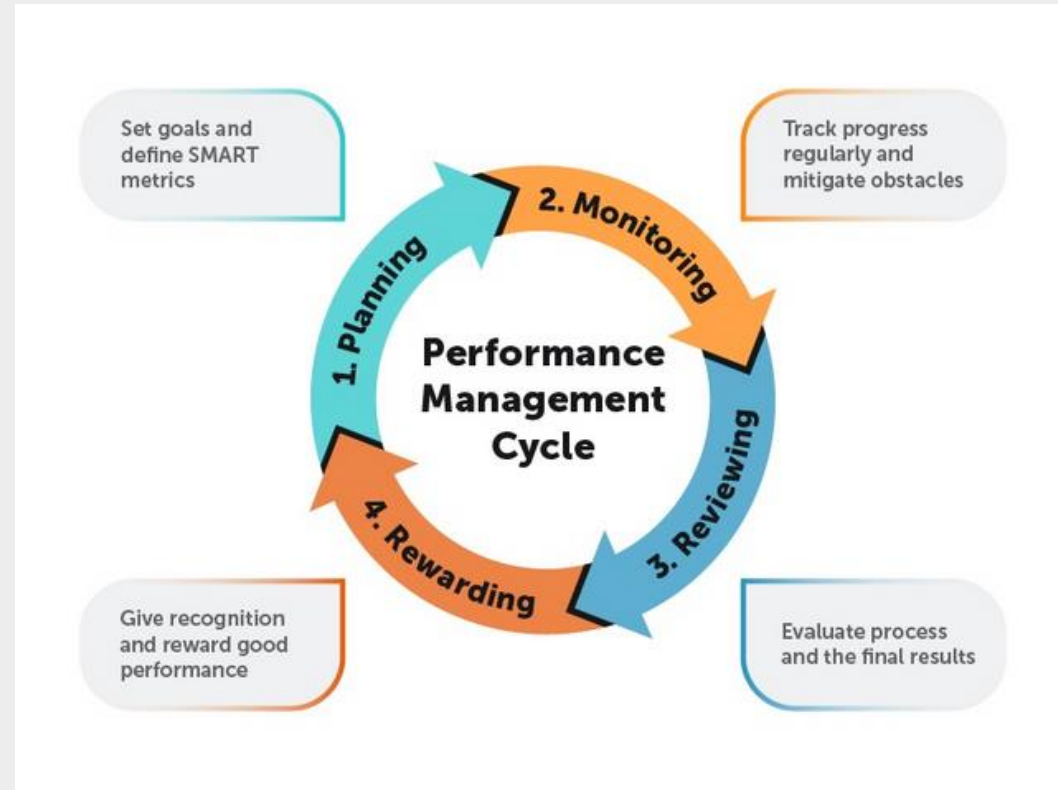
Nov 6 - 10, 2023
Collaborative
Reviews



What is Performance Management

As People Leaders, we are to provide:

- Clear performance expectations
- How those expectations will be measured
- On-going modeling, coaching, and in-the-moment feedback
- Formal assessments & reviews
- Recognition & reward of strong performance



AION 2023 Performance Management Tool:

AION - 2023 Individual Performance Goals					
			Completion Dates		
Name:			Goals Setting:		
Position:			Mid-Year Evaluation:		
Location:			Annual Evaluation:		
Key for Rating Score					
Numerical Score		Descriptor			
1		Unacceptable			
2		Needs Improvement			
3		Acceptable			
4		Very Good			
5		Excellent			
Annual Individual Performance Goals	Weight	Timeframe for Completion	Self Assessment	Manager Assessment	Rating
					1
					2
					3
					4
					5

2023 Performance Management Ratings: 5 Scales

Key for Rating Score	
Numerical Score	Descriptor
1	Unacceptable
2	Needs Improvement
3	Acceptable
4	Very Good
5	Excellent

Must equal 100%	0%				
Overall Goal Rating:					-

5 Scale Ratings **Defined**



Unacceptable: This rating is reserved for employees who consistently underperform in all critical areas of performance, and whose underperformance has documented receipt of multiple communications, feedback, and coaching. A rating of ‘unacceptable’ should never be a surprise, but the formal acknowledgement of weeks of documented unsuccessful intervention in support of improvement.

An overall rating of ‘unacceptable’ requires RVP/VP sign-off

Needs Improvement: Employees whose performance is inconsistent, often incomplete, or have a pattern of not meeting expectations, should receive a rating of ‘need improvement’. These employees sometimes produce acceptable work, but not consistently. Employees who consistently underperform in all critical areas of performance should receive an overall rating of ‘unacceptable’.

5 Scale Ratings Defined



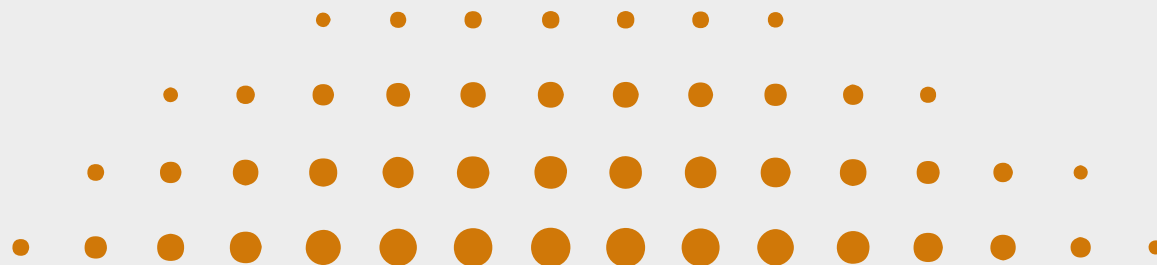
Acceptable: The ratings of ‘acceptable’ reflects consistently competent performance. These employees can be counted on to independently meet and satisfy all critical aspects, measures, and expectations of their role. This is NOT a mediocre rating, instead, employees rated as acceptable meet AION’s high performance standards by daily modeling what is expected. These team members serve as the example of expected daily performance and this rating is where the majority of AION team member performance is expected to land

Very Good: The baseline standard for a rating of “very good,” is that the employee meets ‘acceptable’ performance expectations and can be counted on to meet role expectations, with no areas of under or missed performance. These team members will occasionally rise to the moment and deliver superior performance or have one or two instances of high impact.

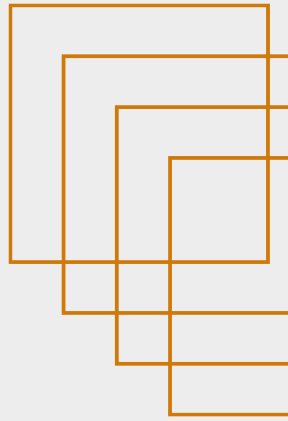
Excellent: Excellent performance consistently exceeds role expectations & measures. This employee’s work can be counted on to consistently go far beyond what is expected in terms such as quantity, quality, timeliness, cost, and customer satisfaction, and there should be multiple documented examples of organizational impact. These are AION’s exemplary performers. **An overall rating of ‘excellent’ requires RVP/VP sign-off.**

Effective Performance Management

- Should be an **ongoing process** of setting expectations, executing plans, and evaluating results
- Expectations should be **mutually understood**
- Engagement is increased when **team members are involved** in the goal setting and measurement process
- **How** work gets accomplished **is as important as what** gets accomplished (skill vs. competency)
- **Regular, relevant & formative feedback** increases understanding and consistent, competent, performance



What Performance Management is not



- Opportunity for new feedback on performance
- Coaching session
- Lecture or pronouncement on your view/opinion

Remember - we are reviewing an annual ***Body of Work***.

Your choice:

- Highlighting *what was missed* (devaluing)
- Highlighting *contributions* (affirming)

Taking a strengths-based approach supports growth &
employee retention

Skill vs. Competency

A question often posed is if there is a difference between a skill and a competency and if so; what is it?

There IS a difference and it is one of execution, in that skills are one of the components of a competency.

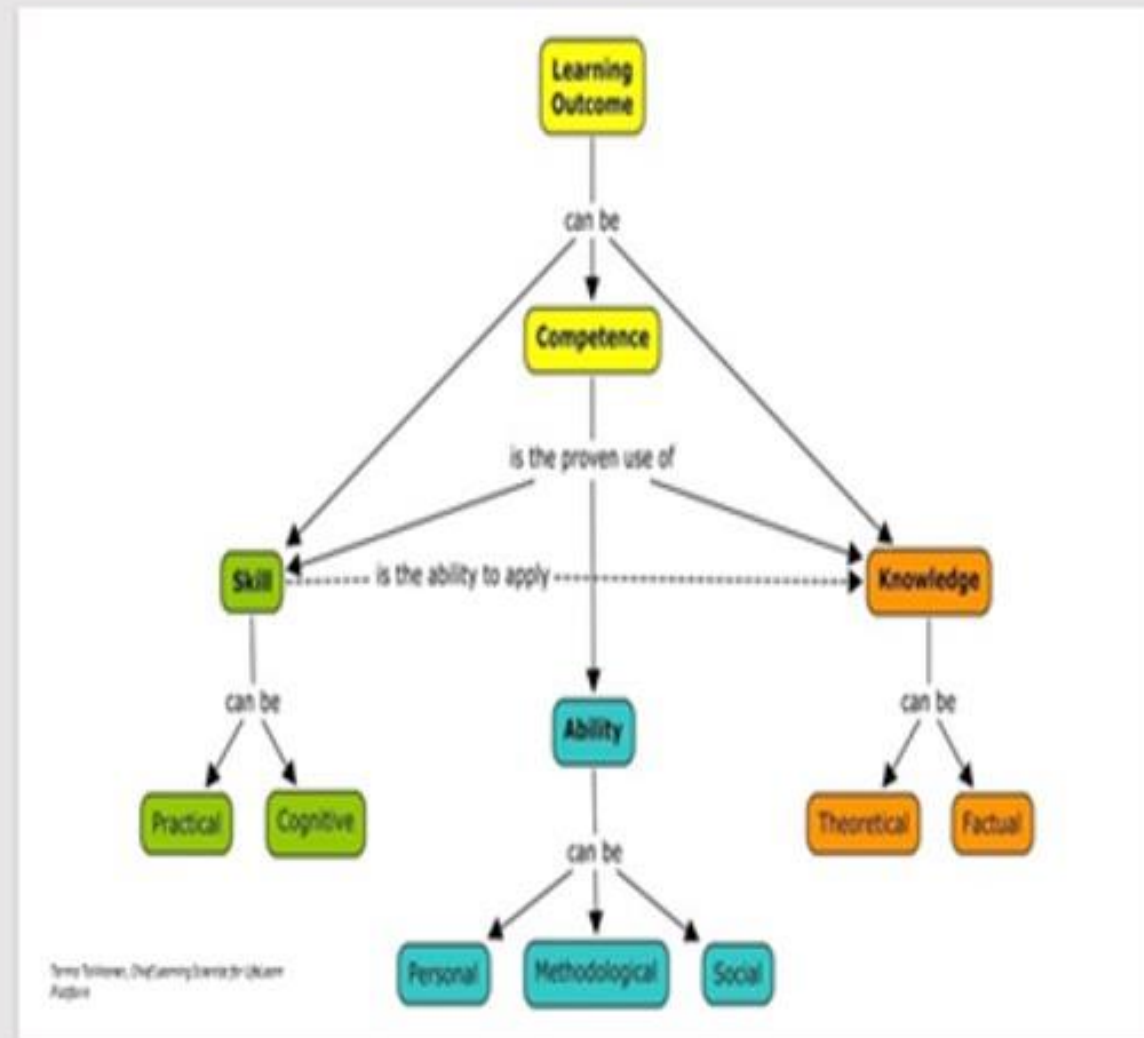
Think of a skill as a 'what' and a competency as the 'how used'.

For example let's take Effective Business Communication.

The ability to write well is a skill, as is effective public speaking, and emotional intelligence. Your ability to discern what form of communication to use when and how, is the demonstration of competency.

In this case, understanding when to move from email to having a live conversation because of the sensitivity of the topic or as a component of relationship building, or simply to know when communication should be public vs. private is the competency of effective business communication, and a demonstration of the skills of writing, effective speaking and emotional intelligence.

Competencies always reflect the ability to effectively and appropriately demonstrate the use of skill, ability and knowledge.



Leader Roles...

Innovative organizations have also recognized that **there are two distinct parts to a performance review:**

First: That **leaders provide clarity** during the process to ensure that their team can make the connection between their work and its importance to meeting the organization's objectives.

Second: That **leaders support team member to objectively assess their performance** (what meets, exceeds, and needs to improve) and hone their skills and behavior so they can deliver expected performance.

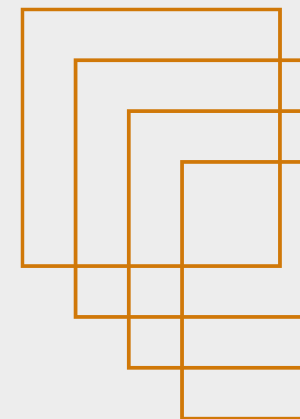
This is a continual process and one which does not rely solely on the team leader. Self-assessment can be powerful, provided that people have a clear framework to measure themselves against (such as a role or competency profile, and assessment guidelines).

Lastly: For every 'over-rater,' we also have humble employees who can be heavily self-critical! This self-assessment is a potent part of the review process if it is tempered by a supervisor or peer who can provide an external, objective, assessment.



"You're out here because you're supposed to receive a performance review? I'm out here because I'm supposed to give one!"

AION Performance Management Framework



- Review process initiated **by reflective self-appraisal**
- **Discussion based** and collaborative – No pronouncements. This requires your reflective, open, & objective participation & support
- **NEVER** to introduce new performance feedback: good or formative
- **End with a forward focus!** The end of the activity is the start of the next, with the identification & review of the goals for the next performance year - including how any identified areas of improvement will be supported

Organizational Components



Preparation

Planning/Process
Review

Activity

Communication/training
Self-Appraisals & Collaborative Reviews

Planning

Future Year Goal ID & Cascade

Individual Reviews

Components



Individual Self-Appraisal

Year-to-date performance

Supervisor Review

Objective Review/validate/plan

Calibration Sessions

practice/collaboratively discuss/submit



Conducting the Review

- **Prepared for: NEVER** ‘in the moment’
 - Scheduled a min of 24 hrs in advance
 - Have notes prepared.
 - Stay on your square!
- **Collaborative** and discussion based
 - Assessments should be **guided by facts and patterns**, not emotion
 - Only prior discussed, documented, and supported performance is reviewed

ALL formative guidance should have had supervisor engagement of some sort: instruction, coaching, review and in all cases: detail on the desired output, the measure, the timeline and how and when milestone feedback will be provided

Guidance: Supervisor's Appraisal Checklist



Getting Started: Prepare

- ☐ 1. **Attend Leadership meeting(s) and READ Communications:** Educate yourself on the process. Confirm form(s); process timeline metrics & measures. Meet with Senior Leadership/HR to review cascade. Confirm available training.
- ☐ 2. **Communicate!** Communicate with team the process, timeline, and your expectations regarding the appraisal process:
 - ☐ a. **Explain the Process.** Answer: What form is being used? What are the milestone timelines?
 - ☐ b. **Outline the assessment criteria.** What are the performance competencies for the agency? For each position? What is the criteria for demonstrated consistent competency (meets expectation); consistent superior performance (exceeds expectations); and frequent under performance (needs improvement).

Note: Any employee on a current Corrective Action Plan/Final Warning merits an overall NI rating. See HR for assistance/clarification.

Guidance: Self- appraisal checklist



Performance Evaluation

2023 Self-Appraisal Checklist

Getting Started: Prepare

- ☐ **1. Adopt a reflective mindset and approach.** It's that time again! The time of year where we each are asked to dig deep and assess our performance over the past fiscal year. Some check the "Meets Expectations" boxes and call it done, others agonize over attempting to recall every project or task. **Best Practice?** Set aside a time to grab a calendar and reflect over the year: what accomplishment(s) are you most proud of? What challenges did you face? Do they remain an obstacle or have you made progress? Where did you miss the mark? Where did you raise the bar?

This reflective self-assessment should be a continuation of performance discussions conducted during your weekly or bi-weekly supervisions. If you've captured supervision notes, they are a great – and objective – source to use to complete your review. No matter when you land in your self-assessment, remember that this is a moment in time! Take what you learn in this reflective self-assessment activity and your subsequent review and work with your supervisor to identify the ways you can adjust to grow, develop your skills and further your career development.
- ☐ **2. Educate!** Meet with your supervisor to review the process, timeline, and expectations regarding the appraisal process:
 - ☐ **a. Identify the process.** Which form (Paycom, paper, both?) is being used? How and when will the reviews be conducted?
 - ☐ **b. Review the assessment criteria.** What are the agency-wide performance competencies? Those for your position? Most importantly: what are the criteria for demonstrated consistent competency (meets expectations); consistent superior performance (exceeds expectations); and frequent under performance (needs improvement).

***Note*:** While many of us strive for performance excellence, NO individual is superior in every competency, and submitting an "all exceeds" self-appraisal is unrealistic and for many is setting oneself up for disappointment. Consistently meeting the expectations for your role is not the criteria for superior performance; be prepared to document multiple ways your performance consistently exceeded set metrics, expanded services, or had significant organizational impact.

Performance Review Best Practice

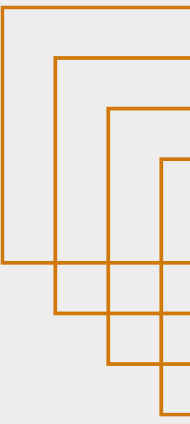
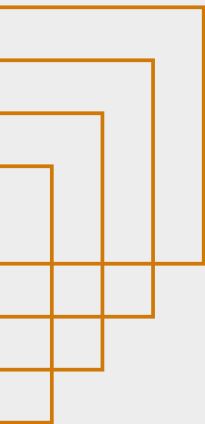


Performance Management **Glossary**

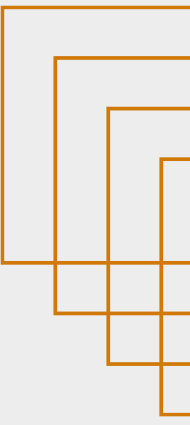
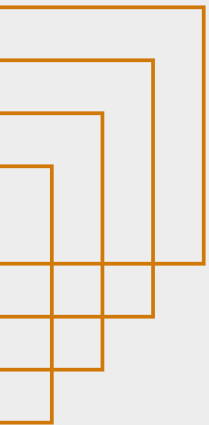
Performance gaps can be communicated with

- No evidence of
- Metrics (i.e., QA scores, etc.) show underperformance in...
- Has not demonstrated the ability to be consistent in___ as evidenced by_____
- Performance of ___is below stated goal of

These statements also demonstrate a performance management best practice. What is it?



Giving Critical Feedback





Putting Skills into Practice

Case Study:

Michelle G., Leasing Agent



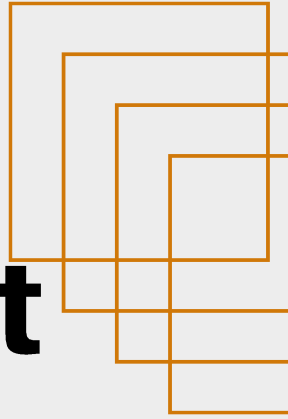
Michelle G has been a leasing agent at AION Management for 3 years. Since she began working here, she has been consistently hard-working and reliable but as of late her works has begun to slip. Michelle has missed critical details on three separate projects, has not been keeping track of due dates and has not been following up on late deliverables. Two team members approach you with concerns about Michelle's performance and implied Michelle is having 'personal issues.'

Questions?

- How should you prepare to meet with Michelle?
- What should you avoid during this interaction?
- How would you gain insight to Michelle's situation?
- How would you resolve this situation?



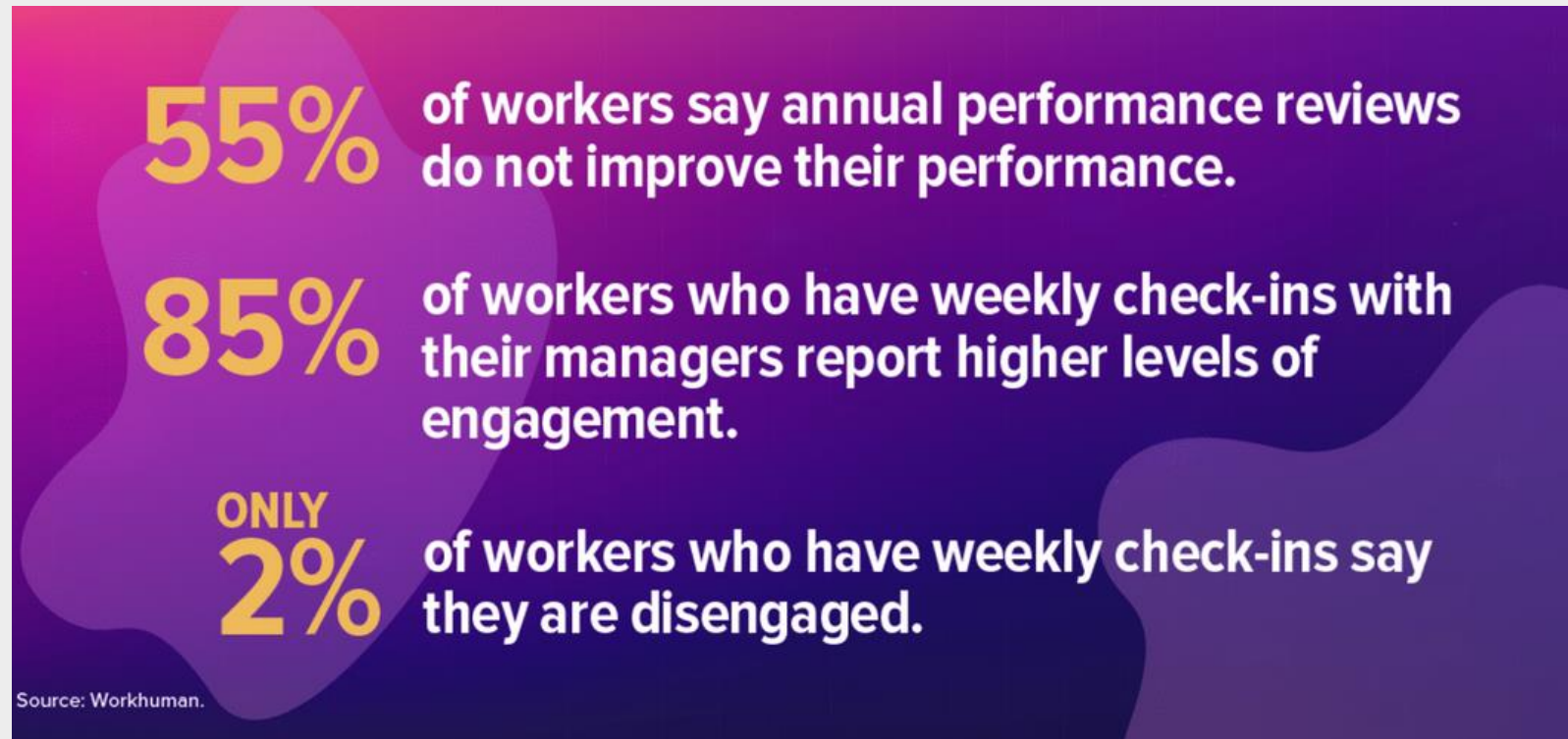
Different Approaches to Performance Management



- Annual check-ins
- Bi-annual check-ins
- Monthly check-in
- Weekly one-to-one check-ins

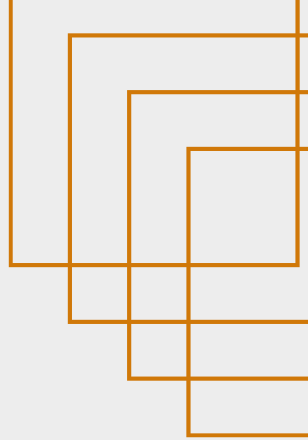


Feedback on Approaches



Connell, B. (2020, June 13). Performance management evolves. SHRM. <https://www.shrm.org/hr-today/news/all-things-work/pages/performance-management-evolves.aspx>

2024 Organizational Components



Look for
2024 goal
cascade
sessions in
late January
2024

Preparation

Planning/Process
Review

Activity

Communication/training
Self-Appraisals & Collaborative Reviews

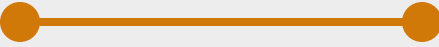
Planning

Future Year Goal ID & Cascade



Common Mistakes to Avoid when creating Goals



- 
- Too Many Goals
 - Unclear ownership or accountability
 - Unclear expected results or measures
 - Targets seem unattainable

Setting **SMART** Goals



SMART

Make your **SMART** goals:

SPECIFIC



MEASURABLE



ACHIEVABLE



REALISTIC



TIME-BOUND





Specific	Measurable	Attainable	Relevant	Time-Bound
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.



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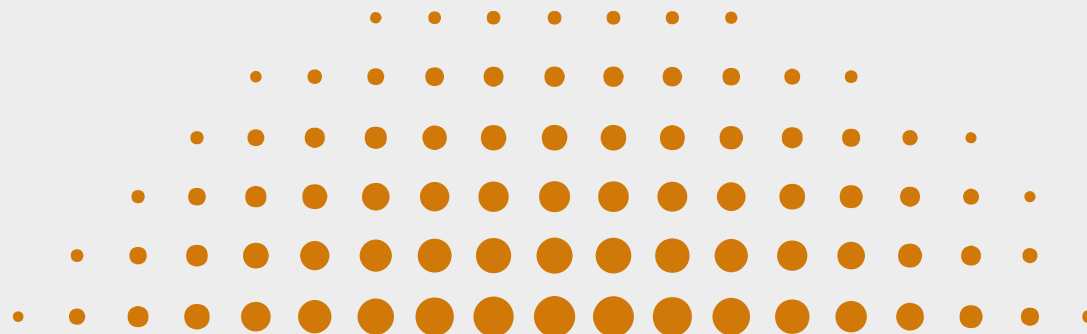
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Performance Management

Process:

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5		Excellent				
Annual Individual Performance Goals		Weight	Timefram e for Completo	Self Assessment	Manager Assessment	Rating
						1
						2
						3
						4
						5

- All completed forms are to be uploaded to the HR collection site by Wednesday November 15th
- Upload forms to: #whatever
- Issues: contact #somebody

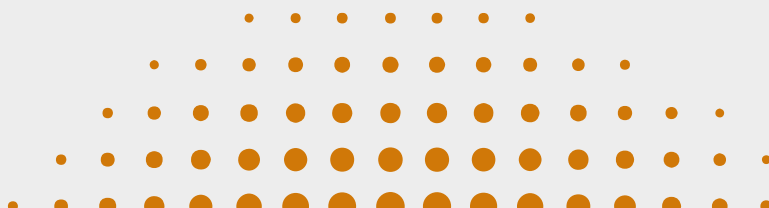
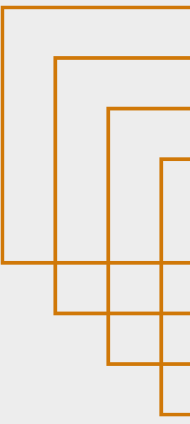
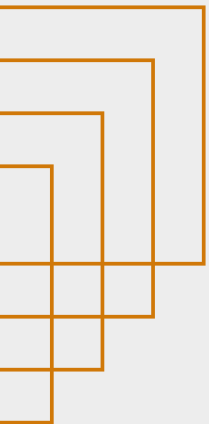


FAQ's

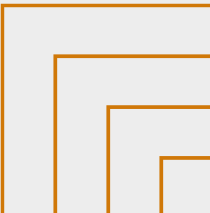
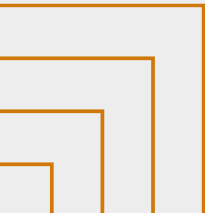
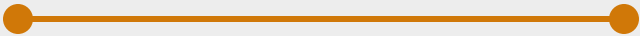
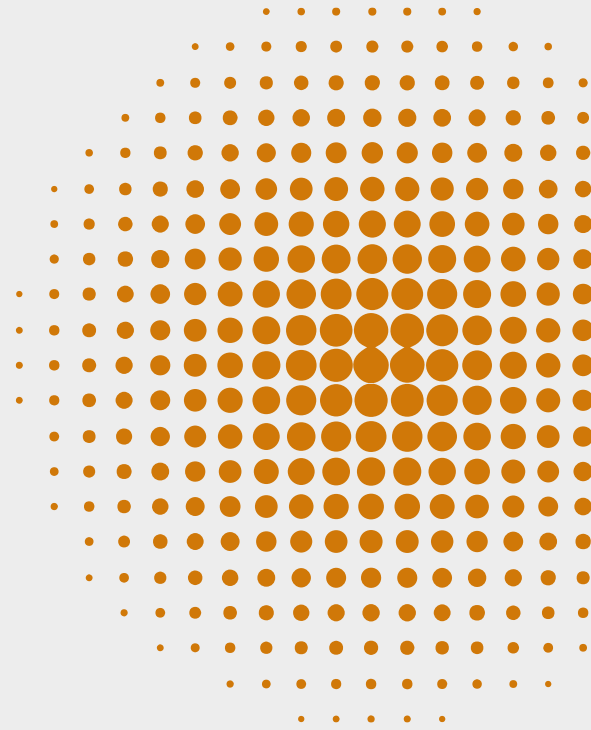
- How are differing assessments of performance handled
- What is the escalation process
- When is HR involved
- Who do I contact with questions regarding the form or process

Special Circumstances:

- Newly hired employees: Oct 15 inclusion cut off
- Recently transferred (lateral): collaborative
- Recently promoted: meets
- Employees on FMLA: manager must complete
- Part-time: included!
- Contracted or temp employees: not!
- Departing employees: retiring: TBD, resigned: no



QUESTIONS?
WHAT
HASN'T BEEN
ANSWERED?



Thank You!

AION Human Resources

