



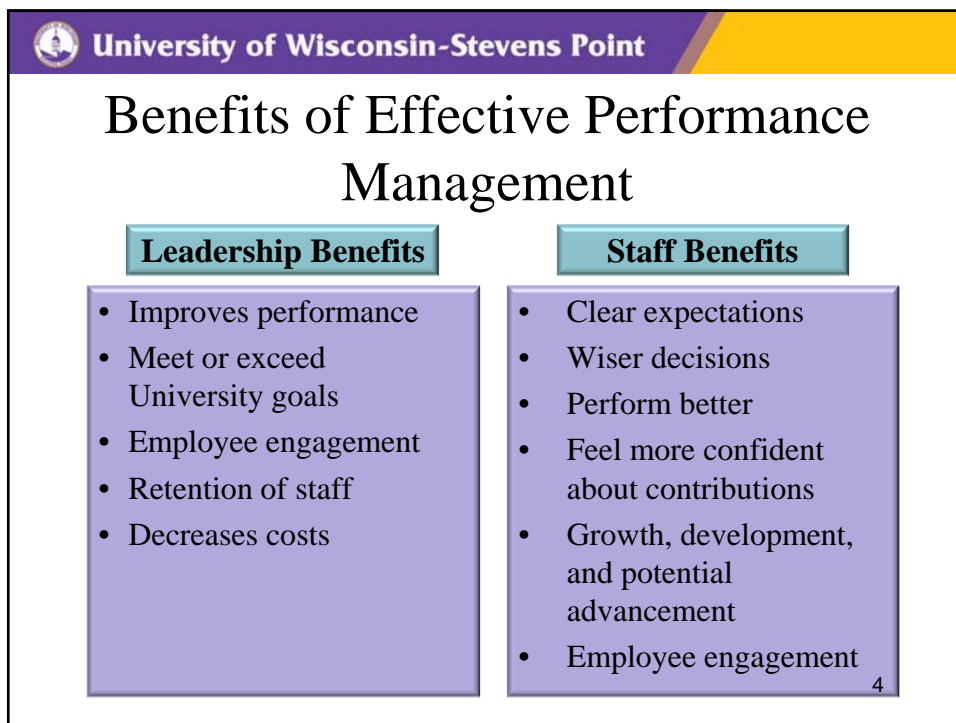
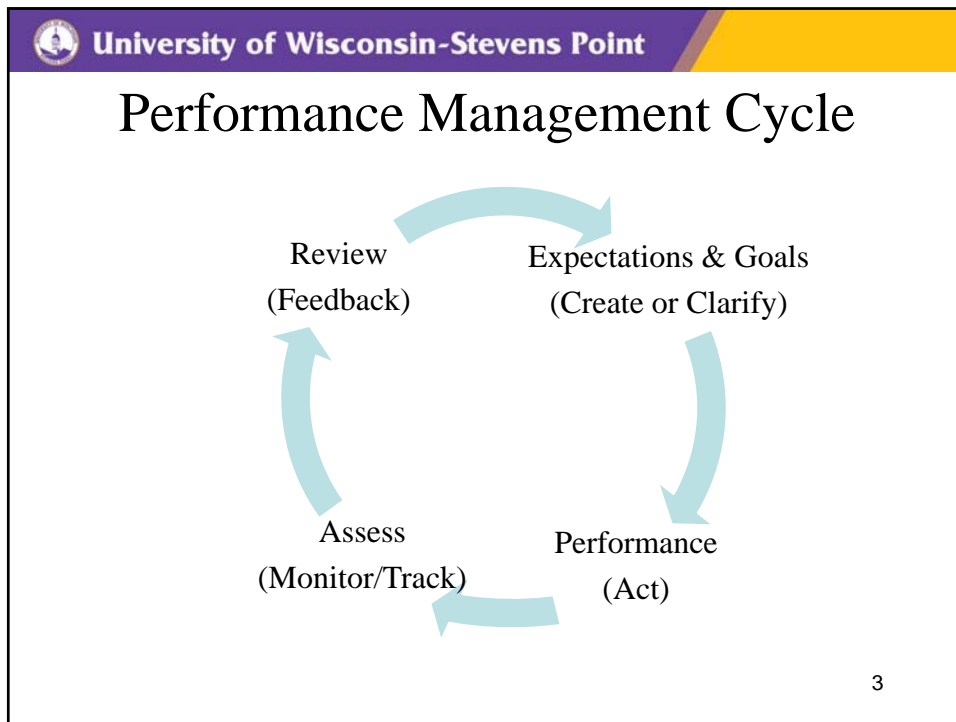
# Performance Management

Human Resources & Affirmative Action  
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## Agenda

- Performance Management
- Benefits of Effective Performance Management
- Expectations & Goals
- Assessing Performance
- Provide and Receive Feedback
- Develop and Act on a Plan



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## Expectations & Goals

Expectations	Goals
<ul style="list-style-type: none"> <li>• Created by the manager</li> <li>• Specific tasks or duties shaped by the position description</li> <li>• Help staff determine how they can meet these expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Created by manager <b>and</b> staff member</li> <li>• Targets for an employee to strive for</li> <li>• Provide a range of performance levels (not met, met, exceeded)</li> </ul>

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## SMART Goals

<b>Specific</b>	<ul style="list-style-type: none"> <li>• Clearly state what is to be accomplished</li> <li>• Specific action verbs</li> <li>• Indicate how goal will be achieved</li> </ul>
<b>Measurable</b>	<ul style="list-style-type: none"> <li>• Metrics to identify if and when goal is achieved</li> <li>• Measurement tool examples: Time; Quality; Budget</li> </ul>
<b>Achievable</b>	<ul style="list-style-type: none"> <li>• Challenging yet attainable and within the role's control and responsibility</li> </ul>
<b>Relevant</b>	<ul style="list-style-type: none"> <li>• Alignment with the university and department needs</li> <li>• Experience, skills, and abilities of role</li> </ul>
<b>Time Based</b>	<ul style="list-style-type: none"> <li>• Accomplish the goal within a defined period of time</li> </ul>

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## Assessing Performance

Monitor/Track: Tracking measures and frequency

Share Results: Mutually discuss

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## Feedback/Review

**Informal Feedback**

- Occurs spontaneously when a discussion is needed
- Addresses a specific performance **outcome/behavior**– what went right or wrong **and** what to do differently

**Formal Feedback**

- Occurs in a formal private meeting (infrequent)
- Covers work conducted over time: multiple performance events and discuss goals

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## Feedback Tips

**Leadership**

- Timely
- Specific and behavior based
- Corrective (negative) **and** reinforcing (positive)
- Give the 'Why'
- Keep your emotions in check

**Staff Member**

- Listen
- Don't blame or make excuses
- Open mind
- Think about what you control

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## Feedback Examples

- Example 1:
  - You overhear a staff member helping a student who came in crying, your staff member did an excellent job listening to the student and giving the student next steps to resolve their issue.
- Example 2:
  - A staff member is helping a student and you hear the staff member being gruff, interrupting, and telling the student that the staff member cannot assist them.

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## Developing and Acting on a Plan (Part of Feedback/Review)

**Develop a Plan**

- Identify if barriers to performance exist
- Discuss how to remove barriers
- Determine when the next check-in/feedback discussion will be
- Discuss a timeline for improvement (if applicable)
- Agree

**Act**

- Staff member:
  - Act on what was agreed upon
  - Ask questions anytime for clarification
- Leader:
  - Remove barriers agreed upon
  - Check-in with the staff member
  - Clarify expectations and solicit questions

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## Performance Management Cycle

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    graph TD
      A[Review  
(Feedback)] --> B[Expectations & Goals  
(Create or Clarify)]
      B --> C[Performance  
(Act)]
      C --> D[Assess  
(Monitor/Track)]
      D --> A
  
```

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# Additional Questions



**References:**

Society of Human Resource Management  
Development Dimensions International