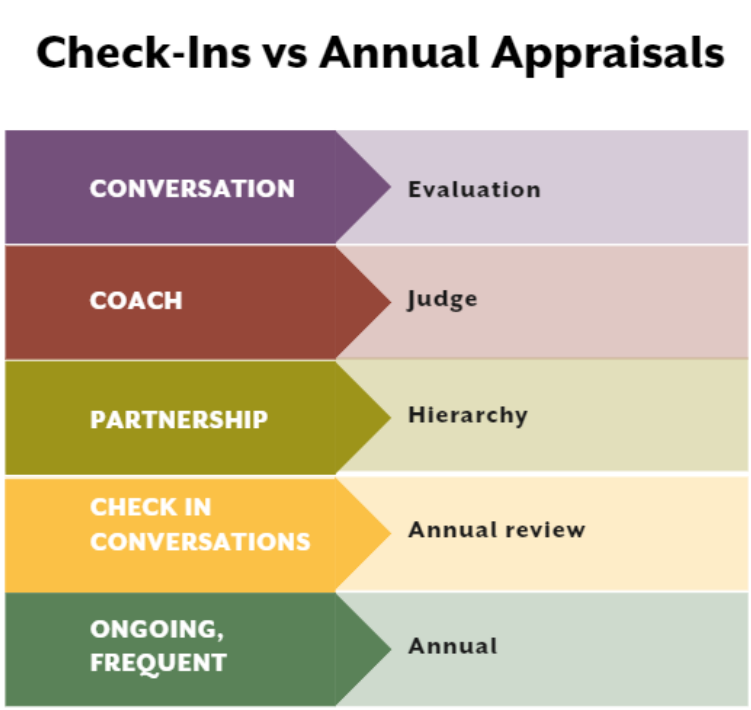
Bowdoin

BEST PRACTICES FOR COACHING AND PERFORMANCE

Continuous Performance Management—Why now?

One of the biggest challenges with annual reviews is they only hold employees accountable for past performance, instead of focusing on the future. Not only does this do little to motivate employees, it does little to make a difference looking ahead.

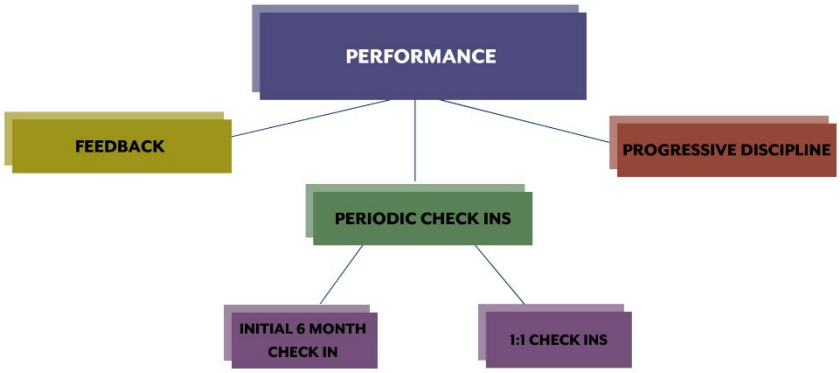


Regular conversations about performance and development change the focus to building your relationship with staff, focusing on how they can pivot to make changes for the future. In addition, with more Millennials and Generation Z entering our workforce, younger generations appreciate and may require frequent, regular feedback.

As part of our HCM (Human Capital Management) optimization efforts, performance check-ins, progressive discipline, and feedback will now live in Workday. While we recommend at least 3 - 4x a year, managers and employees will have the flexibility they need to complete regular check-ins throughout the year, on a cycle that works best for them.

A continuous performance management cycle allows for a manager and employee to outline goals and objectives, emphasize wins and address gaps as needed, as well as reward performance and link performance to annual increases. The concept of performance check-ins was inspired by *"Performance Conversations: How to Use Questions to Coach Employees, Improve Productivity and Boost Confidence (Without Appraisals!"* (Dr. Christopher D. Lee, 2020). We have several copies of this book available in our Human Resources Library -- feel free to come by and check out a copy!

The Pillars of Performance at Bowdoin



- **FEEDBACK** allows all employees to give positive feedback to colleagues across the campus. Let a coworker know you appreciate their innovative approach to a problem, thank them for doing an excellent job, or congratulate them on an educational or professional accomplishment anytime throughout the year. Comments and Workday badges will be visible to employees and managers.

- **PERIODIC CHECK INS** are more formal opportunities for employees and their managers to discuss what is/is not going well and discuss opportunities for better performance in the future. Check ins should be scheduled at least 3—4 times per year and will be required in preparation for annual salary increases. These periodic opportunities are fed by regular ongoing 1:1 meetings, as well as early check-in opportunities in the adaptation period.

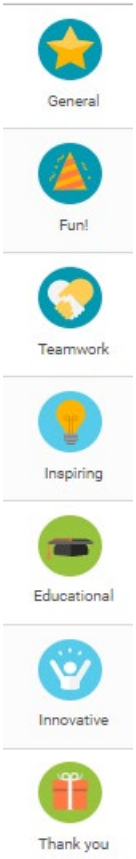
- **PROGRESSIVE DISCIPLINARY ACTIONS** include warnings, official notice to staff that their job may be in jeopardy, and timelines and recommendations to improve performance. These actions are taken after consultation and in conjunction with Human Resources.

Feedback

Creating a Culture of Recognition

We have implemented the process for feedback in Workday, which allows anyone within the organization to recognize another employee. Recognition helps to reiterate an employee's contributions and motivate them to continue to do great work. Cross functional recognition allows that to happen whether or not an employee work in the same department or across campus.

Anytime Feedback within Workday encourages employees to provide positive recognition and feedback -- unsolicited, on an ad hoc basis, at any time -- after interactions with colleagues in their own or different departments or divisions. This feedback from peers, fellow committee and project team members, or managers happens outside of formal employee check ins, fostering communication and teamwork. The feedback provider also has the option of sending feedback kudos to multiple employees at the same time. Immediate notification is sent to the recipient of the feedback and their manager. In addition to comments, the feedback provider can add a "badge" icon denoting the recognition.



- Put regular reminders on your calendar to recognize the good work of your colleagues. There are so many positive and collaborative projects, it will be easy to find one to recognize.
    - Gallup, an industry leader in engagement, "uses the question "In the last seven days, I have received praise or recognition for doing good work" is responsible for a 10-20% difference in productivity and employees who report that they are not adequately recognized are more likely to say they'll quit in the next year." *(https://www.gallup.com/workplace/236951/praise-praising-employees.aspx)*
- Share the recognition your team receives.
    - Managers will receive notification each time one of their team members receives a recognition from another employee. Collect these and share highlights at your upcoming staff meetings.
- Thanking employees helps to create an atmosphere of trust.

Continuous Performance Management

Leaders as Coaches; Set up Ongoing Conversations and 1:1s

The first step to managing your team is to schedule on going 1:1 conversations. These are the foundation of your relationship with your employee(s). Work with your employees to find the best way to connect with them and schedule as frequently as makes sense. These regular 1:1 meetings will also be the foundation from which you can pull from when setting up periodic check-ins.

- ❑ Set a schedule that works for you and your team; ask what frequency works for them for ongoing conversations about their work. This is often weekly, but depending on the role, can be bi-weekly or even monthly.
- ❑ Start by being curious. Ask more questions. What do your employees need? Is there anything we can be doing better? Do you have the tools and equipment you need to do your role effectively?
- ❑ Create space for authentic, ongoing conversations to create trust and an atmosphere where a team member can share.

- ❑ Set clear expectations and goals; look forward.
- ❑ Focus on strengths
- ❑ These are often operationally focused and specific to the work at hand. What are the upcoming tasks for the week ahead? Is everyone clear on priorities?

Continuous Performance Management Cycle

Plan for the future

Outline goals and objectives, ensure everyone on the team is on the same page

Regular Check-Ins

Check in with your staff frequently; emphasize wins and strengths and address gaps as needed

Annual review and recognition

At least one check in is required each year in order to evaluate the potential for increases; these are due in March of every year.

Periodic Check-Ins

Check-Ins are more formal opportunities to discuss what is and is not going well and see how to create opportunities for even better performance in the future. They take a broader perspective and give both the employee and manager an opportunity to look at the big picture together.

- ❑ How frequently should you hold Check-Ins? Depending on your team, we would suggest doing a more in-depth check-in 3-4x per year. At least 1 Check-In is required for every staff member by March 31, in preparation for annual increases.
- ❑ These are development focused and should not be as operationally focused. Less task based

and more about the growth and development of your employee.

- ❑ See the complete Workflow in Workday
- ❑ Check-Ins start with a Self-Evaluation by the employee:
    - What is going well? What are the wins in this check-in period?
    - What didn't turn out for you the way you wanted or hoped? Why?
    - What can I do for you?
    - What else is going on? Do you have any additional comments to share?
- ❑ Both an employee or a manager can add goals to these periodic check-ins
    - There are four different categories for goals
        - Individual
        - Professional Development
        - Departmental
        - College-wide
- ❑ Once an employee completes their self-reflection, it is the manager's turn to review what the employee has submitted and reflect to the team member. It is the same set of questions, with the addition of "How effectively did the employee perform their job during this period?" The most recent rating the manager chooses prior to March 31st will be the rating that is included during the annual salary increase process.
    - **Exceptional Performance** – Contributions have tremendous and consistently positive impact and value to the department and to the organization. May be unique, often one-time achievements that measurably improve progress toward organizational goals. Easily recognized as a top performed compared to peers. Viewed as an excellent resource for providing training, guidance, and support to others. Demonstrates high level capabilities and proactively takes on higher levels of responsibility.
    - **Exceeds Expectations** – Consistently demonstrates high level of performance. Consistently works toward overall objectives of the department and/or organization. Demonstrates high levels of effort, effectiveness and judgment with limited or no supervision. Achieves valuable accomplishments in several critical areas of the job.
    - **Successful/Meets Expectations** – Consistently demonstrates effective performance. Performance is reflective of a fully qualified and experienced individual in this position. Viewed as someone who gets the job done and effectively prioritizes work. Contributes to the overall objectives of the department and/or the organization.
    - **Needs Improvement/Inconsistent** – Performance meets some of the job expectations, but does not fully meet the remainder.
    - **Not Meeting Expectations**– The quality of performance is inadequate and shows little or no improvement. Knowledge, skills, and abilities have not been demonstrated at appropriate levels.

Six Month Adaptation Period Check-In

Before the end of six months, a 6-month adaptation check-in should be completed and the supervisor and employee will discuss the employee's performance, suitability for, and adjustment to the position. The supervisor may elect to extend the adaptation period based on performance or in

the event of an extended absence. Employment during and after the adaptation period is at will. Casual employees and temporary employees with appointments of one year or less are not subject to a formal adaptation period.

Progressive Discipline

Please note that any of the following should be discussed with the Associate Director of Human Resources or the VP of Human Resources prior to submitting in Workday.

Written Warning

A written warning may be given at any time. The written warning will be created in Workday by the manager and should be presented and acknowledged by the team member. The written report provides the team member with the opportunity to be aware of expectations and demonstrate changes in behavior. Detailed instructions can be located online.

- ❑ Be specific in your description of the events related to the warning. (policy violations, poor performance, behaviors, etc.)
- ❑ Be specific about the corrective action needed and list consequences if the corrective action is not taken by the team member.
- ❑ If the same behavior/policy violation continues to occur, a Final Warning should be presented to the team member.

Performance Improvement Plan

When an employee is struggling with the overall performance required by their position, a Performance Improvement Plan (PIP) may be considered. These range from 30, 60, and 90 days in duration and are aimed to help employees who are not meeting job performance requirements. A PIP covers specific areas of performance deficiencies, identifies skills or training gaps and sets clear expectations and timelines for expected improvements. PIPs are written by the manager in collaboration with the Human Resources. The PIP may or may not include Written or Final Warnings. Detailed instructions can be found online.

Severe Infractions

Certain behaviors are more serious in nature and may result in immediate termination. If you become aware of a serious situation that may result in an immediate termination you should notify Human Resources as soon as possible. Once HR has completed an investigation, next steps will be determined.