



Brandeis University

Preparing for the Midyear Performance Review
For Managers

*Office of Human Resources
Workshop for Managers
Fall, 2023*

Topic: TAP = Talent Advancement Program

Presented by Cynthia Farquhar

Introductions

Using the chat please share:

- Your name, title and department
- Goal(s) for today's session

Agenda

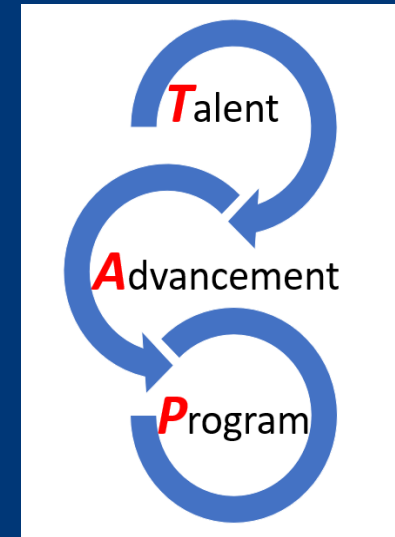
- ❑ What's *New* for this year
- ❑ TAP Program Overview
- ❑ Timeline & Performance Cycle
- ❑ Effective Continuous Performance Feedback
- ❑ Using Workday for the Mid-Year Performance Review
- ❑ Q & A
- ❑ Resources

Ice Breaker Poll Question

What is your biggest challenge with the performance review process?



MIDYEAR REVIEW



TAP Manager Role – Review of Core Components

Check-Ins - Ongoing

- ✓ Ongoing meetings with staff. Should take place regularly.
- ✓ Workday functionality not needed.

Mid-Year Review - 2023

- ✓ Six-month review of staff performance; **Nov. 13 – Dec. 8**
- ✓ Simple, streamlined form, enabled in Workday. Staff and manager have input; manager selects status (on track or not-on track).

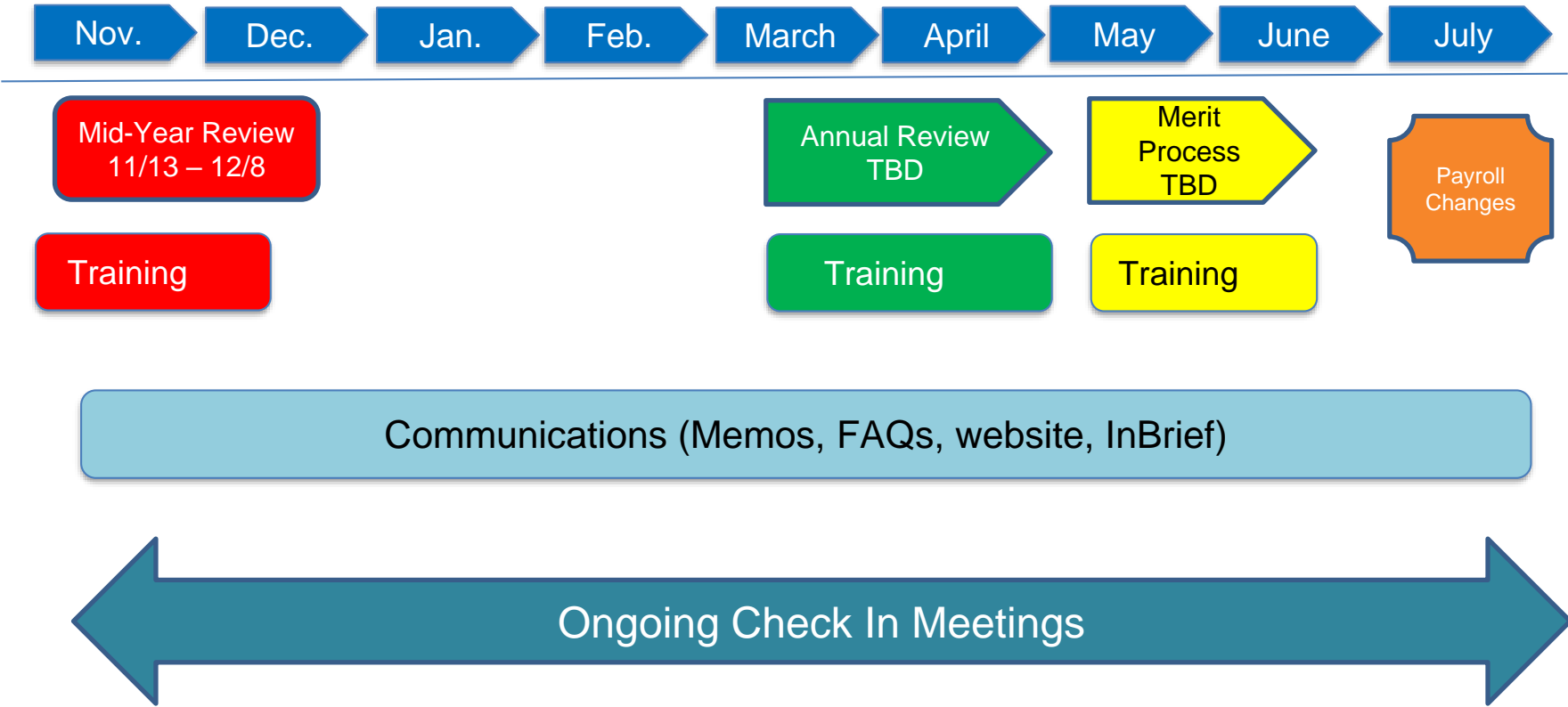
Annual Review - 2024

- ✓ Formal review of staff performance – Spring 2024.
- ✓ Automated form, enabled in Workday. Staff and manager have input; manager selects rating. Ratings connected to salary changes.

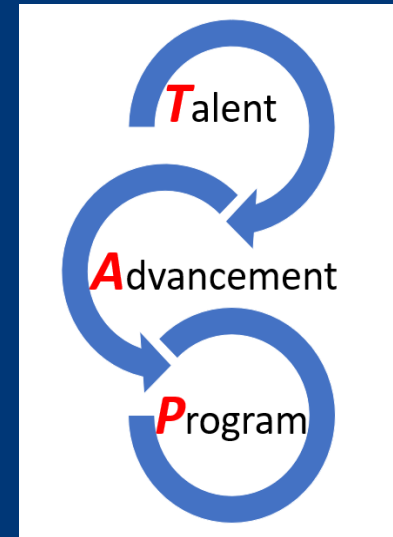
What's **NEW** for the 2023 Mid-Year Review

Topic/Theme	2022 Mid-Year	2023 Mid-Year	Here's Why
Timeline	Workday opened from November 14, 2022 – January 13, 2023 (8 weeks.)	Workday opens from November 13-December 8 (4 weeks).	Will give ample time between Mid-Year and Annual review.
Performance Review Questions	7 Questions	5 Questions	Fewer and streamlined; eliminated redundancy.
Workday Functionality	Managers not able to see the performance reviews of staff levels down in their organization.	Dashboard for managers to see in Workday for their areas: <ul style="list-style-type: none"> ▪ Completion ▪ Progress ▪ Trends 	Significant upgrade, result of helpful feedback from managers and division leaders.
Workday Functionality	Too many steps in workflow to complete and process ended with staff member.	Fewer steps in the process workflow and process ends with the manager.	Streamlined approach.
Workday User Interface	Questions on different screens/pages, unable to view entire list of questions.	Questions appear on one page.	User friendly, ability to see entire list of questions on one screen.


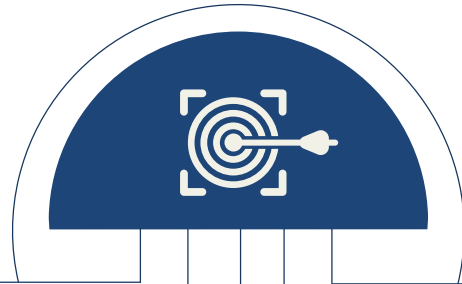
TAP Timeline 2023-2024



Successful Strategies




Guiding Principles for Performance Engagement



Ongoing

Should be an ongoing process of setting expectations, executing plans and evaluating results.




Clarity

Expectations should be explicit and mutually understood.



Target

Engagement is increased when individuals are involved in planning the work.



Focus

How the work gets accomplished is as important as what gets accomplished.



Feedback

Regular and honest feedback increases understanding and positive performance.

Best Practices for Conducting Performance Reviews

1. Be clear about the review process, share the steps you will take and what they can expect.
2. Provide regular feedback, if possible use time outside of regular check-ins to exclusively discuss performance and avoid surprises.
3. Set a positive tone and start with some positive and overall observations.

Approach the review process as an experience that will help your staff member grow and positively contribute to the organization.

Manager Role – Preparation and Strategies for a Successful Mid-Year Review

Prior to the review, reflect on cumulative staff performance over past 6 months. Use notes and discussions from check-in meetings to accurately reflect status, progress and areas for improvement.

If there are performance issues that have been discussed and may require specific performance conversations, contact HR.

Give thought to future state objectives and development needs for staff. **What do they need to be successful?**

Before finalizing and submitting the mid-year review in Workday, discuss with staff and gain agreement on content and status (on-track or not-on-track).

Following the mid-year review, continue the ongoing check-in meetings.

Coach, mentor and help develop your staff.



One-on-One Check-In Meetings

- Schedule one-on-one meetings with your direct reports.
- Decide on a cadence – weekly or bi-weekly.
- Use a set of check-in questions designed to prompt conversation and updates.
- Send a summary email if action items were agreed upon.
- Document the meetings and what was discussed, as needed.

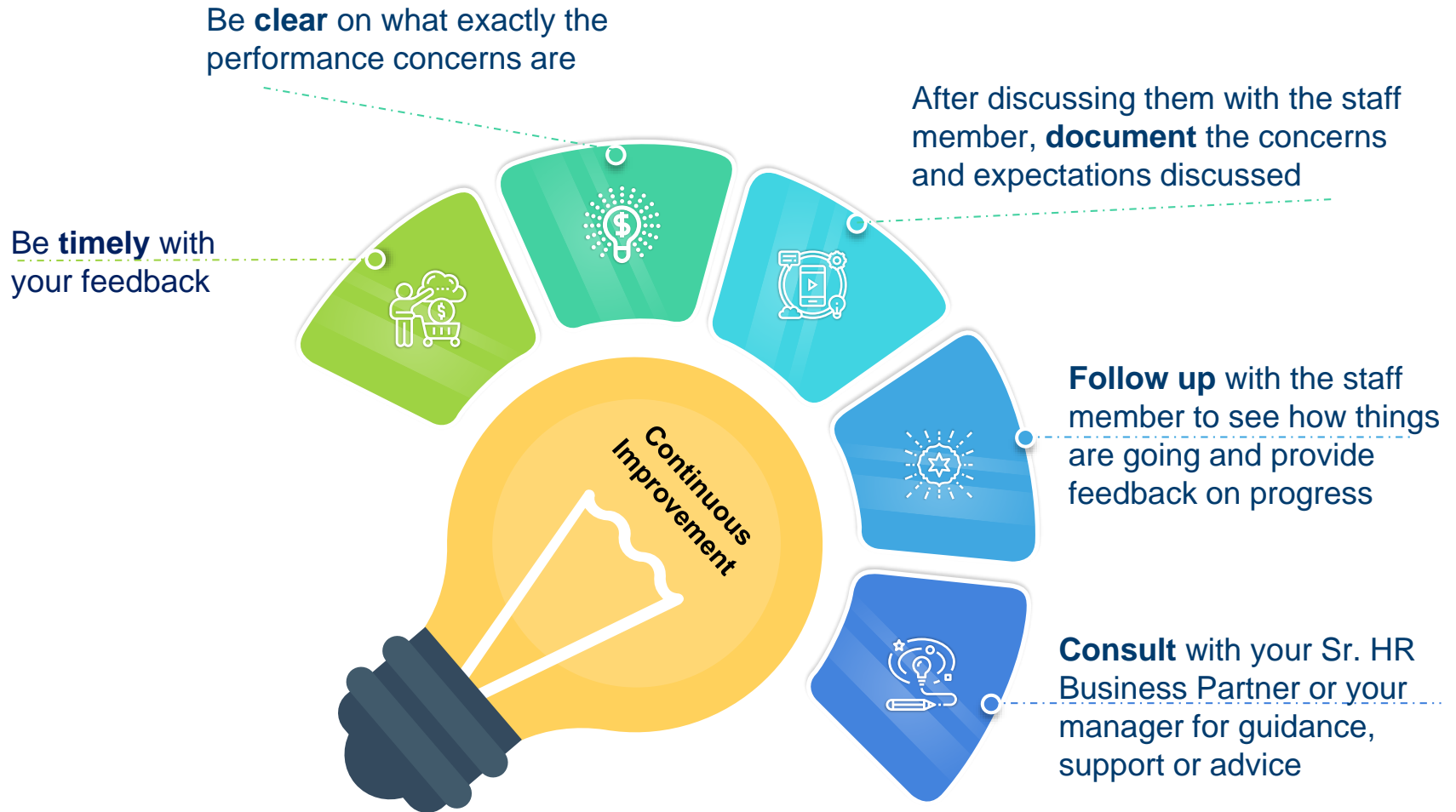


Ideas for Check-In Questions

- How are things going?
- What have you been working on?
- Please update me on Project xyz.
- Are you on track to meet the deadline?
- What if any barriers exist that I can help with?
- What questions do you have?
- What challenges do you have?
- How can I provide support?
- Is there anything I have not asked you about that you would like to share?



Strategies for Addressing Performance Concerns





Brandeis
UNIVERSITY

TAP Manager Role – Core Components: Mid-Year Review

Workday opens on November 13 and will close on December 8

Steps and Sequence

Step	Staff	Manager
1	Staff member completes questions in Workday. Submits.	
2		Manager receives email indicating that staff input has occurred.
3		Manager completes questions in Workday on staff performance.
4	Discussion with manager.	Manager discusses their input with staff. Agreement on content and status achieved <u>BEFORE</u> submitting.
5		Manager finalizes status (on-track or not on-track), records attestation and submits.

Mid-Year Performance Review Workflow in Workday



Mid-Year Review Questions: FY 24

Performance to Date and Future

Question What are your goals and objectives and what progress have you made achieving them?

Employee

Answer

Question What accomplishments are you most proud of so far this year? Are there areas that you feel you can improve on?

Employee

Answer

Question Describe how your work has contributed to the University and department mission and/or DEI objectives (where applicable)?

Employee

Answer

Question Are you having regularly scheduled check-in meetings and how effective have they been? Are there changes that could be made to make them more helpful?

Employee

Answer

Question What 2-3 things will you focus on in the next six months to help you grow and develop? What support do you need to accomplish this?

Employee

Answer

Mid-Year Review Questions: FY 24

TAP Mid-Year Review Questions

1. What are your goals and objectives and what progress have you made in achieving them?
2. What accomplishments are you most proud of so far? Are there areas you can improve upon?
3. Describe how your work has contributed to the University and department mission and DEI objectives (where applicable)?
4. Are you having regularly scheduled check-in meetings and how effective have they been? Are there changes that could be made to make them more helpful?
5. What 2-3 things will you focus on in the next six months to help you grow and develop and what support do you need to accomplish this?

Manager Mid-Year Review Dashboard

Welcome to the Performance Review Status Dashboard for Managers! Click the INSTRUCTIONS and FIELD DEFINITIONS sections above to learn how to use the dashboard.

Performance Review Status Performance Review Resources

Data-Entry Time Remaining

Review Template	Review Period	Data Entry Period Start	Data Entry Period End	Data Entry Period Duration (in days)	Days Used Since Data Entry Period Start	% of Data Entry Period Used	Days Remaining Until Data Entry Close	% of Data Entry Period Remaining	Report As Of Date/Time
Mid-Year Review 2023 - 2024	07/01/2023 - 12/31/2023	11/13/2023	12/09/2023	26	-18	-69.23%	44	169.23%	10/29/2023 09:48:01.732 AM

[View More ...](#)

Completion Status

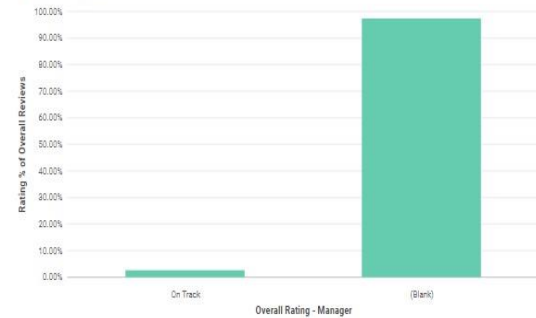


In Progress

Review Template	Review Period
Mid-Year Review 2023 - 2024	07/01/2023 - 12/31/2023
Total	

[View More ...](#)

Ratings Distribution



Mid-Year Review 2023 - 2024 - 07/01/2023 - 12/31/2023

Review Template	Review Period	On Track		(Blank)		Total	
		Review Count	% of Overall	Review Count	% of Overall	Review Count	% of Overall
Mid-Year Review 2023 - 2024	07/01/2023 - 12/31/2023	1	2.63%	27	97.37%	28	100.00%
Total		1	2.63%	27	97.37%	28	100.00%

[View More ...](#)

In Progress Reviews (returns blank if none)



Step Awaiting: Complete Self Evaluation for Performance Review Step Awaiting: Provide Employee Review Comments

Review Template	Review Period	Step Awaiting: Complete Self Evaluation for Performance Review		Step Awaiting: Provide Employee Review Comments		Total	
		Count	% of Overall	Count	% of Overall	Count	% of Overall
Mid-Year Review 2023 - 2024	07/01/2023 - 12/31/2023	27	97.37%	1	2.63%	28	100.00%
Total		27	97.37%	1	2.63%	28	100.00%

[View More ...](#)

RESOURCES



Resources

- [TAP Website](#)
- [Training for Managers and Staff](#)
- Job Aids/Step by Step Guides for Using Workday Performance
- E-learning – videos that walk you through Workday System
- [LinkedIn Learning Library of Videos](#)
- [Recommended Articles](#) (links are on TAP website scroll down to the end)

Resources - HR Business Partners

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We value your feedback!
Please complete the TAP Training Evaluation Survey



*Thank
you*



Questions?



APPENDIX



Four Factors of Manager Effectiveness

Contact

Having regular One to One touch base meetings with your staff member.

Recognition

Whenever possible offer encouragement and feedback to help staff feel valued.



Professional Development

Plan and support staff member's knowledge and skill building goals. Learning should be ongoing for growth to occur.

Coaching

Provide constructive, actionable and ongoing feedback and guidance to help staff be more effective.

Performance Reviews = Growth and Development

Performance Reviews:

- Ensure alignment and focus on job description, department/divisional and institutional priorities.
- Set expectations, priorities and goals – SMART or other approach to set goals and measure progress.
- Reminder of what staff have accomplished. Acknowledge exceptional work and areas of further development or attention.
- Opportunity for managers to provide constructive feedback.
- Discuss career growth and opportunities for stretch assignments
- Thank staff for their contributions and how their role makes a difference.



Source: Doran, G.T. (1981). There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review*, 70 (11), 35-36

Best Practice for a Successful Performance Review

- Make it a two-way process.
- Provide candid feedback with empathy (consideration/sensitivity).
- Evaluate results and the behavior (not the individual).
- Setting an introductory tone where both the staff member and the managers can share observations, perspectives and comments about job performance.
- Performance discussions ideally are on-going at regular check-in or touch base meeting.
- Quarterly goal check-in with staff member about their progress in meeting their goals.
- Performance feedback must be well-documented to be effective (see appendix for tips on documenting performance).

Avoiding Common Errors in Evaluating Performance

Most common errors to help you avoid them:

- **Partiality:** Avoid bias or partiality in the review process means ensuring your evaluation is objective and focused on the performance and outcomes, not the individual.
- **Stereotyping:** Stereotyping is a concept, idea, or model attributed to individuals or groups and that are created over a period of time. Stereotypes become a problem when reviewing a staff member's performance because it will be subject to a pre-conceived idea we have about the group in which we have labeled them.

Avoiding Common Errors in Evaluating Performance

- **Halo effect:** This happens when a manager generalizes one of the staff member's traits and extends it to all the other aspects under review.
- **Recency effect:** This happens when a manager focuses only on recent events and ignores earlier ones or factor in the entirety of the performance period.
- **Central tendency:** This happens when a manager rates all staff members as average or close to average, regardless of their actual performance.
- **Leniency or strictness bias:** This happens when a manager rates all staff members as either too high or too low.

Avoiding Common Errors in Evaluating Performance

- **Personal bias:** This happens when a manager allows personal feelings about a staff member to influence their rating.
- **Lack of clarity:** This happens when a manager fails to provide clear and specific feedback to staff members.
- **Inconsistency:** This happens when a manager applies different standards to different staff members or changes their standards from one appraisal period to another.

Difficult Conversations

Here are some tips for conducting difficult conversations during performance reviews with staff members:

- **Prepare in advance:** Before entering a difficult performance review conversation, be well-prepared. Review the your notes from the check-in/touch base meetings and identify specific areas of concern or improvement.
- **Set the intention:** Be clear about what you want to achieve from the conversation. Set a positive tone and focus on the staff member's strengths.
- **Communicate the impact of the current situation:** Explain how the staff member's behavior or performance is affecting the team or Brandeis as a organization.

Difficult Conversations

- **Ask questions:** Encourage the staff member to share their perspective and listen actively.
- **Active listening:** Listen to understand, not to respond. Avoid interrupting or dismissing the staff member's concerns.
- **Confirm and clarify:** Summarize what you heard and ask for clarification if needed.
- **Give positive reinforcement:** Recognize the staff member's strengths and contributions, and provide constructive feedback on how they can improve.

Difficult Conversations

- **Hold all your staff members accountable to the same performance expectations:** Have the same dialogue with anyone who is slipping. Avoid making it seem like you are alienating or picking on a certain group or individual.
- **Performance can and will fluctuate sometimes.** For example a staff member that may have performed well or satisfactorily in the past may have begun to underperform and this is cause for concern. Thus, the rating from the previous year will not carry over or be the same.
- **Be mindful of your body language:** Strive to sound neutral and not let your emotions creep into your voice.
- **Exercise grace and humility** in your communication when addressing an area needing improvement or course correction.

Tips on Documenting Performance

- Determine performance standards and individual goals for each staff member.
- Monitor their performance through the year and provide feedback.
- Stick to the facts and emphasize behavior when documenting performance issues.
- Record entries immediately and follow a consistent template.
- Ensure documents are professional, organized and secure.
- Describe examples of performance issues and impact
- Contact your [Senior HR Business Partner](#) for guidance.
- Communicate with staff members and give them an opportunity to explain.
- Meet in person and document acknowledgement.