

PERFORM

Performance Management Reference Guide



OUR PHILOSOPHY

Georgia Tech strives to provide an environment where all employees understand the impact their contributions have on the achievement of Institute goals and are provided the opportunity for ongoing professional growth. We reinforce this belief through the four phases of our performance management cycle that culminate in a review of annual performance.

Performance Management Cycle

The **Georgia Tech Performance Management Cycle** consists of four phases: Plan, Manage, Review, and Reward.

Support tools are available for each phase of the Performance Management Cycle to provide more detailed instructions.

PLAN

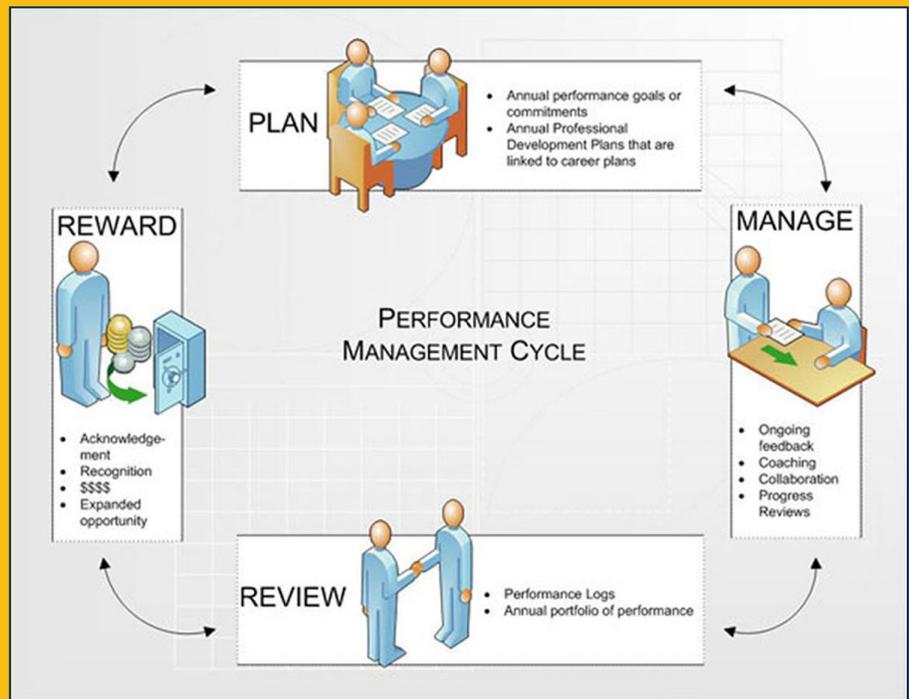
The planning phase is the foundation of the entire process. In this phase, individual goals and objectives are set for the performance period. Goals that are S.M.A.R.T (Specific, Measurable, Achievable, Relevant, and Time Based) increase employee motivation and commitment to goal attainment, leading to greater success.

MANAGE

Regular communication is critical during the managing phase of the cycle. Through formal and informal conversations, both parties are kept abreast of progress toward the successful completion of goals and expectations.

These discussions are also good opportunities to provide timely feedback and coaching.

Since the performance cycle spans several months, it is important to keep track of key performance highlights and challenges. These notes will help immensely when it's time to discuss performance for the year.



REVIEW

At the conclusion of the cycle, both parties have a discussion to review performance for the year.

If S.M.A.R.T goals have been set (planning phase) and ongoing communication/feedback has taken place (managing phase), both parties should have a productive performance review discussion.

REWARD

Employees may receive an increase to their annual base pay in accordance with their overall performance rating.

It is important to remember that performance increases should be based upon merit. Rewards should be differentiated based upon overall performance ratings.

Development Resources

Career and Professional Development Plans

Georgia Tech's culture promotes individuals owning their careers. Career planning and professional development are essential tools used to develop talent and to increase employee satisfaction and engagement.

Career planning allows employees to align their annual development plans with long-term career goals and organizational needs.

Typically, the Career Development Plan is drafted or revised during the first phase of the Performance Management Cycle.

Performance Improvement Plan (PIP)

The purpose of the PIP is to help employees address and resolve performance issues. This tool should be drafted by managers with support from the unit's HR Representative, HR Contact, and/or HR Business Partner.

Additional Resources

- **Performance Management Support Tools** www.ohr.gatech.edu/performance
- **Training and Professional Development** www.training.gatech.edu

Roles and Responsibilities

HR Representatives, HR Contacts, and HR Business Partners

- Assist in creating an environment that promotes effective performance management
- Champion performance management best practices
- Encourage managers to establish and build trust relationships with their employees
- Assist in communicating performance management information and important dates
- Provide guidance and coaching to employees and managers throughout the process
- Ensure every eligible classified employee and manager has a performance discussion (at least once a year) and that the discussion is documented

Managers

- Build trusting relationships with employees
- Create opportunities for feedback sessions throughout the year
- Meet with employees at least quarterly to assess progress and revise goals if necessary
- Have or obtain firsthand knowledge of employee contributions to make a fair and equitable evaluation decision
- Have an annual conversation with each employee on the past year's performance
- Complete performance reviews on time
- Establish goals and expectations with each employee in order to plan for success
- Align individual goals with those of the department/unit
- Provide timely and constructive feedback and ongoing coaching and development opportunities
- Work with employees to create professional development plans
- Provide opportunities to support professional development plans

Employees

- Seeks continuous feedback from manager
- Participate in annual conversation regarding past performance
- Establish performance and career development goals to discuss with manager
- Document accomplishments and contributions throughout the year
- Determine areas for improvement and potential development opportunities
- Be prepared for the one on one performance review meeting
- Work with manager to set goals and to understand performance expectations
- Work with manager to set target dates for goal completion
- Document progress toward goal completion and inform your manager of any problems or concerns along the way
- Continue to seek constructive feedback throughout the year
- Participate in meetings with your manager at least quarterly to assess progress and revise your plan as necessary

Questions



- Contact your HR Representative, HR Contact, or HR Business Partner