

Harvard Longwood Campus Performance Management Process Overview

<http://hlc.harvard.edu/home/performance-management/>

Planning	Coaching	Assessing
<p>Job Description – Review and Update Goals</p> <ul style="list-style-type: none"> Roadmap to success “What is/needs to be achieved?” Align with unit mission <p>“SMART” Goal Principles</p> <ul style="list-style-type: none"> S – Specific: Clearly define work to be completed M – Measurable: Define how success will be measured, i.e., client feedback, financial measures A – Attainable: Achievable with current human and financial resources R – Results-oriented: “Fits” with department mission/purpose T – Time-defined: Completed by, i.e., January 15th as indicated in the project plan <p>Professional Growth and Career Development</p> <ul style="list-style-type: none"> Working with someone with the skill On-the-job or on-line training; job shadowing Attending a conference Cross team projects Reading/studying/research <p>Competencies (such as)</p> <ul style="list-style-type: none"> Staff: <ul style="list-style-type: none"> Teamwork & Collaboration Embraces Change Job Knowledge Delivers Results Communication Skills Managers: <ul style="list-style-type: none"> Building a High Performing Team Resource Allocation 	<p>Coaching - Using open-ended questions to problem-solve, overcome obstacles, get results</p> <p>Sample Questions</p> <ul style="list-style-type: none"> What did I/you do well? What would I/you do differently the next time? What was my/your greatest success with the project? What were the most difficult problems? How did I/you overcome them? How can I support you as your manager? <p>Feedback Giving</p> <ul style="list-style-type: none"> Use Behavior + Impact (+Alternative Positive Behavior) Formula Direct feedback toward behavior that can be changed Avoid extreme characterizations, e.g., you always Provide consistent and timely observations Suggest alternatives and “why” they may work Allow others time to respond <p>Receiving</p> <ul style="list-style-type: none"> Be proactive; ask for feedback Assess your own performance Recognize your emotions and responses Absorb and reframe the feedback to see advantages Take action towards change <div data-bbox="779 1187 1199 1390" style="text-align: center;"> <p>Planning Assessing</p> <p>Coaching</p> </div>	<p>Key Principles</p> <ul style="list-style-type: none"> Build on conversations to date Focus on behavior; be specific Represent entire performance period Reflect progress against existing goals Contribute to continuous development <p>Resources to Gather Information</p> <ul style="list-style-type: none"> Job description Self-assessment Goals/competencies for current year Notes from conversations/meetings throughout the year, schedules, committee meetings, etc. Feedback from external and internal clients, as appropriate Events, decisions, or circumstances that may have impacted ability to achieve goals and use competencies <p>Writing</p> <ul style="list-style-type: none"> Telling a story from your perspective as a staff member (self-assessment) or manager, that includes: <ul style="list-style-type: none"> What went well and why (Use Behavior + Impact (+Alternative Positive Behavior) What didn’t go as expected and why Alternatives on how to handle issues in the future Ratings <p>Discussion</p> <ul style="list-style-type: none"> Staff member and manager discuss performance and cite specific examples Both actively listen Overall assessment including rating How you and your manager can help each other succeed <div data-bbox="1394 1352 1913 1430" style="text-align: right;"> </div>



Action Verbs for Writing Goal/Assessment Statements

Accomplished	Edited	Oversaw
Achieved	Eliminated	Participated
Acted as	Employed	Performed
Administered	Enacted	Persuaded
Advised	Encouraged	Pinpointed
Allocated	Enforced	Planned
Analyzed	Enhanced	Predicted
Anticipated	Established	Prepared
Approved	Estimated	Presented
Arranged	Evaluated	Produced
Assessed	Examined	Promoted
Assigned	Expanded	Proposed
Attended	Explained	Proved
Balanced	Expressed	Published
Budgeted	Facilitated	Recognized
Calculated	Followed Up	Recommended
Clarified	Formulated	Redesigned
Coached	Gained	Reinforced
Communicated	Generated	Reorganized
Compared	Guided	Reported
Completed	Handled	Represented
Conducted	Identified	Researched
Consulted	Implemented	Resolved
Cooperated	Improved	Reviewed
Coordinated	Improvised	Revised
Counseled	Increased	Scheduled
Created	Influenced	Screened
Culminated in	Informed	Selected
Decided	Initiated	Simplified
Defined	Integrated	Solved
Delegated	Interfaced	Spoke
Demonstrated	Interviewed	Standardized
Designed	Introduced	Strengthened
Determined	Lead	Substituted
Developed	Located	Taught
Devised	Maintained	Tested
Diagnosed	Managed	Trained
Directed	Mediated	Transformed
Disciplined	Modified	Translated
Discovered	Motivated	Wrote
Displayed	Negotiated	
Documented	Observed	
Drafted	Obtained	
Earned	Operated	