

PERFORM

Performance Management Reference Guide

Georgia
Tech



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 strong performance management that culminates in a review of annual performance.

Performance Management Cycle

The **Georgia Tech Performance and Talent Management System** consists of a four-phase cycle: plan, manage, review, and reward. Support tools are available for each phase of the Performance Management Cycle to provide more detailed instructions.

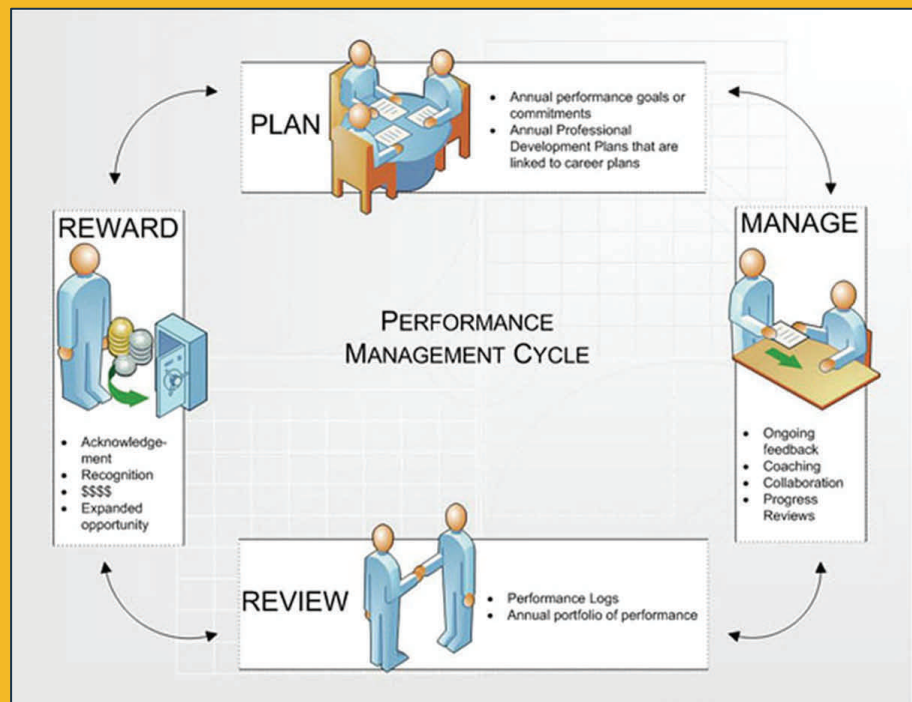
PLAN

The planning phase is the foundation of the entire Performance Management system. In this phase, individual goals and objectives are set for the performance period. Goals that are SMART (Specific, Measurable, Achievable, Relevant, and Time Based) increase employee motivation and commitment to goal attainment, leading to greater performance and productivity.

MANAGE

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

These discussions also enable the manager to provide timely feedback and coaching as the year unfolds. Because the performance cycle spans several months, it is important for managers and employees to keep track of key performance highlights and challenges that occur during the year. These notes will help immensely when it's time to prepare the annual review.



REVIEW

At the conclusion of the evaluation cycle, the manager meets with the employee to conduct the annual performance review. If SMART goals have been set (planning phase) and ongoing communication/ feedback has taken place (managing phase), the overall outcome of the annual review should come as no surprise to the employee.

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 between employees based upon their overall performance ratings and, in general, top performers should receive different rewards than other employees.

Development Resources

Career and Professional Development Plan

Georgia Tech's culture promotes individuals owning their careers. Career planning and professional development are best practices that assist managers with resources that are essential in developing and maintaining a high-performance workforce by increasing 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 managers and direct reports address and resolve performance issues. This tool should be drafted by managers with the advice received from the department's Human Resources Representative, HR Consultancy Services, and/or Performance and Talent Management Services. The PIP communicates the performance discrepancies, when an improved level of performance is to be achieved, and the action steps that will assist the employee in meeting performance expectations.

Additional Resources

- **Performance Management Support Tools** www.ohr.gatech.edu
- **Training and Brown Bag Sessions** www.training.gatech.edu

Roles

Role of the Department/HR Representative

- Ensure ALL sections of the performance review have been completed
- Ensure EVERY employee in the unit receives a performance review
- Ensure completion of the department's performance review data spreadsheet and maintain data
- Coach managers to complete performance review in a timely manner
- Champion performance management best practices

Role of Human Resources

- Performance and Talent Management provides performance coaching advice on setting work standards and goals, designing development plans, and on performance improvement tactics at any stage in the process.
- Performance and Talent Management also reviews data and compiles an Institute-wide scorecard on performance management.
- HR Consultancy supports the HR reps in performance coaching and with training managers on performance coaching tactics.

Role of Manager

- Align individual employee goals with those of the department/unit
- Provide timely feedback and ongoing coaching and development opportunities
- Work with employees to create career and professional development plans and provide opportunities to support the plans
- Meet with employees at least quarterly to assess progress and revise goals if necessary
- Complete performance reviews on time
- Have firsthand knowledge of employee contributions to make fair and equitable evaluation decisions

Role of Employee

- Work with manager to set SMART goals and to understand performance expectations
- Work with manager to set target dates for goal completion
- Develop his or her plan and continue to seek feedback
- Document progress toward goal completion and inform manager of any problems or concerns
- Participate in quarterly meetings with manager to assess progress and revise plan if necessary

Questions



- Contact Performance and Talent Management
- 404.894.9410 or www.ohr.gatech.edu/askperformance
- Visit www.ohr.gatech.edu/performance