

# **PERFORMANCE MANAGEMENT / EMPLOYEE ANNUAL EMPLOYEE REVIEW**

Retrospective is a continuous process of guidance and feedback between managers and their employees, aimed at measuring and modifying the individual characteristics behaviors and results of an employee in a given position.

## **Criteria to be evaluated:**

The criteria to be evaluated are in line with the day-care center's mission, vision and values. The employee must have strategic objectives, team objectives, individual objectives and the required.

## **Objectives should be written according to ISMART:**

*I= inspiring, S= specific, M= measurable, A= achievable, R= realistic, T= time-based.*

1. Which of your goals from the past year are you most proud of, and why?
2. Which of your goals from the past year are you least proud of, and why?
3. For each of your other goals over the past year, how would you rate each one and why? (1 to 10, 10 being the highest)
4. What was your biggest challenge this year in relation to the pandemic?
5. What do you remember positively about the pandemic?
6. What objectives would you like to work on for next year?

Question to ask yourself before choosing your objectives: Why have I chosen this objective?

Why do I need to work on this objective? Why is it important to me?

- For yourself
- Children
- Parents
- Your colleagues
- In relation to health and safety at work

The retrospective is based on the last year, i.e. from January to December, and must contain the employee's name and signature, as well as the written answers, and be submitted to management by the specified date.

Following the reading of the written retrospective, there will be a meeting between the employee, the educator-responsible, the assistant manager and the general manager.

During the meeting, we will share our respective observations and determine together together how we can help the employee achieve his or her goals, and how the how the daycare center can support them in achieving their goals.

If you have any questions, please don't hesitate to ask. Thank you and enjoy!

Due no later than \_\_\_\_\_ . Thank you!

# STEPS IN PERFORMANCE MANAGEMENT/RETROSPECTIVE

**Plan:** jointly determine objectives and expectations (SMART)

**Follow-up:** monitor performance

- Follow-up meeting
- Reframing meeting
- Administrative or disciplinary meetings if required

**Evaluation:** Formally assess performance

- Annually
- Bi annually
- Quarterly

**Recognition:** acknowledge performance when expectations are met.

**Control:** take corrective action when expectations are not met.

**Action plan:** establish a new action plan for the next period.

Ongoing follow-up/feedback

**4 types of recognition:**

1. Existential
2. Work practice
3. Work investment
4. Results

**Sources of evaluation information:**

- Peer evaluation: employee survey
- Customer evaluation: parent survey
- Evaluation data information: retrospective

**We aim for continuous communication:**

- How are you?
- What are you working on at the moment?
- How are you doing (methodology, process, steps, project plan)?
- Are you experiencing any difficulties?
- How do you plan to solve them?
- Do you need my help or that of a colleague to achieve this?
- I'd like to draw your attention to...
- Positive feedback or improvement

## **Constructive criticism**

- State facts, expectations and deviations
- Explain effects, consequences, impacts
- Ask employee's opinion on causes (use open-ended questions)
- Ask for solutions to correct the situation
- Agree on an action plan to correct deviations (obtain the employee's agreement)
- Give feedback and follow up regularly on the situation

## **If performance is not as expected...**

- Know: don't know what's expected of them, don't know how to do it, don't know their performance know their performance
- Want: don't want to do certain aspects of the job, don't want to go against group norms
- Power: don't have the necessary tools, equipment or resources, lack the basic skills required