

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
- Biannually
- 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 now?
- 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