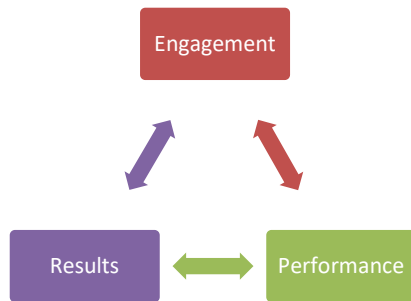


Performance Management Guide

Performance management is an ongoing process. Used effectively, it is a driver for high-impact results to support our Catholic, Jesuit mission and achieve the goals of [Beyond Boundaries: Marquette's Strategic Plan](#).



We know that performance management practices are invaluable to ensuring employees are fully engaged in their work and bring their best to the University every day. Engaged employees are those who are involved in, enthusiastic about and committed to their work and workplace. They have high satisfaction with the recognition they receive for work accomplishments; their relationships with coworkers; and supervisors.

Performance Management Cycle

The performance management cycle encourages employees and supervisors to collaborate in creating annual work objectives and goals, while communicating with each other on a regular basis throughout the year to review progress, celebrate achievements, identify areas of improvement, and adjust as needed. The cycle consists of 4 key elements:

- 1) **Strategy and Objectives (Beginning of fiscal year)**
Know and understand Marquette's strategy and your department's goals and objectives.
- 2) **Goal Setting (Beginning of fiscal year)**
Working with your supervisor, determine what is expected of you over the next year, considering how your goals and job responsibilities will contribute to your department's goals and Marquette's strategic plan.
- 3) **Development Planning (Throughout the year)**
Discuss options for growth and development during regular update meetings with your supervisor. Additional resources coming in 2022.
- 4) **Performance Appraisal (Late Spring of fiscal year)**
Working with your supervisor, reflect on your goals and performance over the past year.



Step 1: Strategy and Objectives

Employee engagement survey results have shown that most employees know how their work relates to Marquette’s mission, although just over half understand how their work contributes to the goals of [Beyond Boundaries: Marquette’s Strategic Plan](#).

Grounded by our Guiding Values and inextricably tied to the university’s mission and vision, Beyond Boundaries sets in motion a clear strategy for Marquette’s future — where we want to be, how we will get there and what we can do to go further, to Be The Difference for our students. Beyond Boundaries is an integrated, actionable plan built around six themes. Together, these themes set the course for Marquette to be recognized among the most innovative and accomplished Catholic, Jesuit universities in the world.

Step 2: Goal Setting

Setting individual goals on an annual basis is a best practice for high-performing institutions. They should align with the goals of the University, the department, and be reviewed throughout the year and adjusted as necessary. One effective way to set goals is to use the SMART method. A **S.M.A.R.T. goal** is defined as one that is specific, measurable, achievable, relevant, and time-bound.

Working with your supervisor at the beginning of the fiscal year, determine what goals to achieve over the coming year, considering how this work will contribute to departmental and University goals. Use the [Performance Management Form](#) on the [Performance Management website](#) to document your goals as this will serve as the basis for your annual review.

Progress Updates

It is important to meet regularly with your supervisor and other stakeholders to review progress, celebrate achievements, identify areas of improvement, and adjust as needed. Document any achievements, progress, or changes on the form throughout the year.

Step 3: Development Planning

Discussing opportunities for development and growth throughout the year is important for many reasons:

- Learning and development is key to high performance.
- Employees appreciate options to enhance their skill sets.
- Opportunities to develop new skills and knowledge may lead to new areas of responsibility.
- Helps to recruit, retain, and engage employees.

Once determined, add development goals to your Performance Management Form.

Step 4: Performance Appraisal

Providing employees with feedback on their job performance is critical in creating an engaged workforce which delivers on the university’s strategy and goals and exemplifies our mission. The annual performance appraisal process is designed to support and develop employees by providing specific feedback on their goals and job responsibilities through both a one-on-one conversation with their supervisor and a written appraisal document. The appraisal addresses not only the job content – the “what” of the role -- but also how the work was accomplished. An effective performance appraisal process enhances an employee’s job performance while establishing good communication channels between the employee and the supervisor.

Performance Appraisal Process

- All documents referred to in this section can be found on the [Performance Management website](#).
- The **Performance Management Form**, which an employee and their supervisor will be updating throughout the year will serve as a basis for this discussion and **detailed instructions** are included.
- The supervisor shares the performance appraisal timeline and expectations with their team.
- The supervisor may use the following tools/resources to assist with the appraisal process:
 - Employee's Job Description and Position Evaluation Questionnaire.
 - Any updates to these documents should be discussed with the employee and updated documents sent to HR – Compensation.
 - Last year's performance appraisal
 - Feedback received about the employee that can be incorporated into the review.
- A best practice is for the employee to provide their supervisor with a self-evaluation of their past year's performance – their goal accomplishments and challenges, using the **Performance Management Form**.
- The supervisor meets with the employee to deliver their annual performance appraisal. Allot enough time to have a thorough conversation.
- An employee has the opportunity to review and comment on the appraisal content prior to signing and sending it back to their supervisor. Note that the employee's signature is to acknowledge receipt of the review, not to indicate agreement with it.
- The finalized appraisal form(s) are forwarded by the supervisor to Human Resources at HumanResources@marquette.edu.

Performance Management Timeline

Beginning of Fiscal Year

- Review [Beyond Boundaries: Marquette's Strategic Plan](#).
- Working with your supervisor, determine what is expected of you over the next year, considering how your goals will contribute to your department's goals and Marquette's strategic plan.
- Complete the theme and goals sections of the **Performance Management Form**.
- Agree upon a schedule to meet on a regular basis to review progress on your goals and work priorities.

Ongoing throughout the year

- Determine options for growth and development.
- Update the **Performance Management Form** by documenting any achievements, progress, or changes.

Late Spring of fiscal year

- Working with your supervisor, reflect on your goals and performance over the past year, using your updated **Performance Management Form**.