



CONDUCTING ANNUAL PERFORMANCE REVIEWS

Growing Leaders Resource – Develops Staff and Prospective Leaders

“Healthy organizations believe that performance management is almost exclusively about eliminating confusion. They realize that most of their employees want to succeed, and that the best way to allow them to do that is to give them clear direction, regular information about how they’re doing, and access to the coaching they need.”

- Patrick Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else In Business*

WHAT: An annual review of performance summarizing what has been done over the course of the year and how it was done (what competencies were used).

WHY: Giving feedback is at the center of what supervisors need to do to build good relationships, manage performance, and create a culture that recognizes effort while focusing on development and results. Foundational to growth and excellent work is having crystal clarity about, “Do I know what’s expected of me?” Annual performance reviews, when approached as a development opportunity, create space to affirm and acknowledge how work expectations have been met, or even been exceeded. It also then identifies where there are opportunities for growth.

WHEN: Once per year at the conclusion. However, you want to cultivate a rhythm and culture of healthy feedback conversations throughout the year.

HOW TO PREPARE

Invite your supervisee to:

1. Pray for discernment and clarity.
2. Use Workday to review progress on goals set for the year met and unmet. If unmet, what were the obstacles, and what suggestion do they have for overcoming the obstacles? What help or support do they need?
3. Reflect on the ways God formed them during this year with regard to character development, intimacy with Him, and experiencing His empowerment for mission.
4. Reflect on major accomplishments and activities from the year. What are they most proud of?
5. Reflect on their strengths and skills that they used effectively to accomplish their work this year.
6. Reflect on what they learned. What would they do differently next time?
7. Complete the employee self-review and submit it within Workday.

As the manager:

1. Pray and thank the Lord for the opportunity to steward talent. This is a wonderful management opportunity that has implications for our organizational thriving.
2. Ask for discernment and identify where you may have unconscious bias regarding ethnicity, age, gender, communication styles, etc. that might affect the process and conversation. Refer to the Unconscious pre-course materials.
3. Schedule a date and time when you can meet and discuss their annual review.
4. In Workday, review the goals that you co-created for the year and progress made.
5. Review notes and observations made throughout the year on their performance or refer to topics discussed during “Check-Ins” that you may have recorded in Workday.

6. Solicit, collect, and synthesize feedback from peers or others partnered with throughout the year.
7. Refer to the Core Competency Grid¹ and Performance Rating Scale² and assign a rating (1-5) for each competency. See the Tips for Using the Performance Rating Scale below.
8. Reflect on their job responsibilities for the year and how well they fulfilled them. Where are there needed areas of growth?
9. Reflect on how their spiritual formation from this year impacted their leadership.
10. Pray again for discernment and clarity.
11. Review Tips for Creating Dialogue below.

Sample Flow of the Year	
Time Frame	Tips
12 months	<ul style="list-style-type: none"> • Collect “data” along the way • Adjust and clarify goals • Give clear feedback at appropriate points • Learn and appreciate their work styles and methods, especially if different from yours. Begin a list on how <i>they</i> most feel recognized and affirmed.
2 weeks	<ul style="list-style-type: none"> • Give them a date and time of when you will meet • Collect peer input if desired • Send the review beforehand if desired
2 hours	<ul style="list-style-type: none"> • Hour of writing and reflection <ul style="list-style-type: none"> - Synthesize the peer input - Assign ratings for each competency - Check for clarity • Hour of meeting and discussing <ul style="list-style-type: none"> - Begin with the positive - For areas of improvement, give clear direction or opportunity

HOW TO LEAD THE CONVERSATION

1. Invite them to share the major accomplishments and successes from the year.
2. Affirm and celebrate their contributions based on the goals set and tracked within Workday.
3. Discuss ratings and any discrepancies from what they gave themselves and what you assigned.
4. Identify one key area of improvement or underperformance to focus on next year.

DESIRED OUTCOME

The supervisee will:

KNOW

- How they succeeded in their role throughout the year.
- Where they have opportunities to grow and improve.

BE

- Accustomed to getting regular feedback on performance.
- Glad for the clarity on expectations and specificity of input regarding future performance.

DO

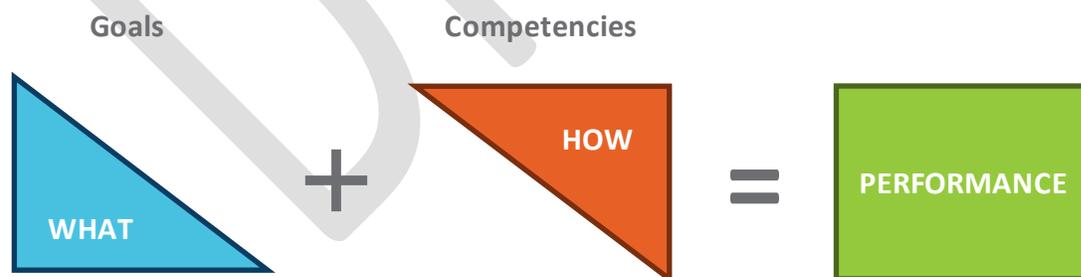
- Reflection on a year’s worth of work and performance.
- Regular assessment of progress on goals.

TOOLS/RESOURCES

Tips for Using the Performance Rating Scale

- This is **not** a measure of effort invested or exerted but of competency exhibited.
- 3s are great! Many of us are more used to feedback that is shifted up towards “great,” with anything that looks like “okay” actually meaning “poor.”
- As we shift to 1-to-5 rating system, a 3 suggests a completely acceptable, proficient performance at the respective level.
- Getting a 5 should be rare and for exceptional performance. However, most staff will have a “superpower” and a 5 may be warranted in that area of strength.
- A 4 would be performance significantly above expected.
- A 2 would indicate needed development to bring performance up to consistently acceptable standards. (Employees who have been in their role less than a year, might receive this rating.)
- And a 1 would indicate unacceptable performance or poorly accomplished goals perhaps due to an employee’s lack of effort, knowledge and/or skill.
- It is particularly helpful for us to identify people’s needed development or exceptional performance.

Tips for Creating Dialogue	
DO	DON'T
Plan to be an active listener	Blame or get defensive
Create ample space for the supervisee to respond to your comments	Select only recent activities
Ask what your staff needs from you	Generalize
Problem-solve together	Do all the talking
Reflect back to your staff what they are feeling	Bring up surprise topics
Be curious and ask questions	



WHAT you have to

- Do
- Know
- Accomplish

HOW you go about

- Completing tasks/projects
- Applying knowledge
- Achieving objectives

BOTH are equally critical pieces of PERFORMANCE

¹Core Competency Grid is in the Appendix of the Supervising Growing Leaders binder.

²Performance Review Rating Scale is in the Appendix of the Supervising Growing Leaders binder.

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