

Guidelines for Effective Performance Management

Our performance management process is designed to provide alignment between the College's mission, constituent needs and performance expectations. The program:

- Fosters ongoing two-way communication between employees and their supervisors
- Supports the development of clear, consistent, and measurable goals linked directly to Wellesley's core values and competencies
- Helps to articulate and support training needs and career development and
- Establishes the criteria for making reward and recognition decisions.

Effective performance development at Wellesley College begins with respect for one another and ends with excellence in performance.

It is the responsibility of every supervisor to communicate on an ongoing basis with their employees. These conversations should provide clear and honest role expectations and feedback and should help identify improvement, development, and career issues.

Each employee also has a responsibility to participate fully in these conversations, to ensure he/she understands role responsibilities and expectations, and to communicate any obstacles or training needed to perform at an optimum level.

Performance Management Tools and Resources

Divisional Goals and Operational Plans. These include goals, objectives and processes for the department or division. Translating these macro plans into terms that are meaningful to each individual provides a strong sense of connection and increases the likelihood of personal and overall success.

Role Document. A role document has been completed for each distinct administrative role. In addition to describing the skills and competencies required for the role, the document describes general performance factors.

The Performance Management Process

Goal Setting and Performance Planning. The employee will meet with his/her supervisor to set goals for the performance period. This includes an assessment of the employee vis-à-vis the competencies critical to the performance of her/his role as outlined in her/his role document, as well as an articulation of specific goals and results to be accomplished. These individual goals should serve as a point of reference for ongoing discussions throughout the year. See the **Guidelines for Setting Goals and Objectives** for more information.

Interim Goal Review/Update. Supervisors and employees are encouraged to talk about performance and progress on a regular basis. This discussion can be initiated by either the supervisor or employee and can be documented via the portal, on the **Interim Goal Review/Update Form** or with a quick note to the file, especially if changes are made in goals, results expected, etc. Make sure that Human Resources receives a copy if the review is not completed in the portal.

Performance Review and Assessment. Once each year, the supervisor and employee meet to review the employee's progress and growth during the year vis-à-vis the competencies outlined for her/his role as well as overall goal achievement. See the **Guidelines for the Annual Performance Review/Assessment**. The supervisor documents this discussion via the portal or on the **Performance Review/Assessment Form**.