

Performance Management Training Job Aid

Performance Management is a continuous process of communication between a manager and direct report, that:

- Aligns daily work to short- and long-term strategies
- Allows for ongoing feedback
- Clarifies overall employee expectations
- Aligns/Reinforces behavioral expectations
- Links to year-end goal achievement
- Supports employee engagement, growth, and development

When done well, it informs:

- Succession planning, promotion, and tenure
- Learning & development needs
- Retention plan
- Hiring plan

New Competency Added - Collaboration/Teamwork

The degree to which the employee promotes cooperation and commitment within a team to achieve goals and deliverables. The employee encourages team unity through sharing information or expertise, working together to solve problems, and putting team success first. Ensures joint ownership of goal setting, commitments, and celebrating team accomplishments.

Goals

Goals, also known as Individual Performance Measures (IPMs) at Mines, are a critical building block of the performance management process. The SMART method helps give you direction, and helps you organize and reach your goals. Keep in mind that goals can and should be revisited throughout the performance management cycle.

Questions to Consider for the SMART Method	
Specific Make your goals/IPMs clear and specific.	<ul style="list-style-type: none"> • Who is involved? • Who are the stakeholders? • What do the stakeholders expect? • What is it exactly we want to accomplish here? (Use action words, organize, develop, build) • Which specific activities should be performed?
Measurable Define what evidence will prove you're making progress and reevaluate when necessary.	<ul style="list-style-type: none"> • How will you know when the objective has been achieved? • What numeric or descriptive indicators will you look for to measure success and progress? • Is data readily available to measure success and progress? • What does good look like?
Attainable Make sure you can reasonably accomplish your goal and have the appropriate resources to do so.	<ul style="list-style-type: none"> • Do we have financial capacity to support this goal? • Do the assigned people have sufficient ability, skills, and time to carry this out? • What other types of resources are needed? (Tech, space, equipment)

Questions to Consider for the SMART Method

Relevant Your goals/IPMs should be relevant to your role, the job you do and align with the organization.	<ul style="list-style-type: none"> • Why are the above efforts worthwhile? • Is timing and prioritization, right? • How does this goal align with other efforts or needs?
Time-Bound Set a realistic end date for prioritization and accountability.	<ul style="list-style-type: none"> • What is the deadline? • When will we undertake certain activities to get started? • When can we expect to see short term outcomes?

Mines Goal/IPM Examples

For an example of how to apply the SMART model, refer to the **SMART IPM Goal Example** document on the HR Performance Management site [here](#), under **Classified Staff**.

90 Day Check-in

This is an opportunity for the supervisor and employee to discuss progress, address where the employee needs additional support, and review if goals need updating. This conversation sets the stage for open dialogue. As supervisors, we want to ensure a great onboarding experience by investing time with our employees to create engagement.

“While team leaders who check in once a week see, on average, a 13 percent increase in team engagement, those who check in only once a month see a 5 percent decrease in engagement.” ~ Marcus Buckingham

Additional Resources

HR Performance Management site [here](#), click **Classified Staff**:

- All forms related to performance planning including the 90 day check in
- Mid-year Review template
- Performance Management Training Materials

Additional resources from the State can be found <https://dhr.colorado.gov/state-hr-professionals/performance-management>

If you have specific questions regarding an individual employee concern, please reach out to your **Human Resources Advisor** listed [here](#).

Key Dates for Classified Performance Management Cycle

