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Reviewsnap Special Edition

Performance Management

FOR
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Learn to:

- **Get comfortable with different performance management concepts**
- **Create a culture of performance management**
- **Put performance management into action**
- **Automate your performance management process**

Brought to you by



Shari Held



About Reviewsnap

Simply put, our mission is to help your organization and your people succeed.

Reviewsnap has been around long enough to understand that success can't happen alone. It takes partnerships that are built on trust for companies to achieve success in their mission — trusting partnerships between your business and its shareholders, partners, customers, and communities. But most of all, fair and trusting partnerships between your managers and employees to build a firm foundation upon which success can grow.

We help organizations and employees succeed by bringing everyone together and aligning them behind shared goals. If you're working toward getting everyone on the same page, Reviewsnap is with you.

Reviewsnap is a complete, fully automated, self-service **performance management system** that offers user-friendly, reliable, and affordable on-demand Software-as-a-Service (SaaS) solutions to help your company:

- Align goals for greater results
- Enhance communication and coaching
- Increase employee engagement
- Save time and money with improved efficiency

At Reviewsnap, we believe that our customers drive our business. Our employees also share this belief. In fact, they're the champions of delivering on our most important goal: to consistently deliver outstanding service to every single user of our software.

We also take great care in nurturing and supporting trusted partnerships within the communities that have helped us achieve success. At Reviewsnap, we take great pride in being recognized as a company that contributes to its community and to those who are less fortunate.

Reviewsnap is headquartered in suburban Des Moines, Iowa, and is a division of Applied Training Systems, Inc., founded in 1995.

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Performance Management For Dummies®, Reviewsnap Special Edition

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Development Editor: Elizabeth Kuball

Copy Editor: Elizabeth Kuball

Acquisitions Editor: Amy Fandrei

Editorial Manager: Rev Mengle

Business Development Representative:
Kimberley Schumacker

Production Editor: Vasanth Koilraj

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Introduction

Performance management is a critical business component. In Gallup's State of the American Workplace report, Jim Clifton, Gallup's Chairman and CEO, estimates that poor management costs the United States up to \$550 billion annually through active employee disengagement. That's a lot of money to toss away!

That's why proactive companies are reevaluating their performance management processes and looking for systems that actually engage employees, give the company culture a shot of adrenalin, and take the company to a new level. This introductory guide to performance management has been compiled by Reviewsnap, a division of Applied Training Systems, Inc.

About This Book

A dynamic performance management process is key to the success of any company. In this book, I touch upon important components of performance management, such as the following:

- ✔ How performance management can help improve the organization's overall performance
- ✔ The true purpose of performance management
- ✔ Key concepts of performance management and how they interact
- ✔ How to create a culture of performance management
- ✔ The process of implementing and communicating a new performance management plan
- ✔ How automating your performance management process will benefit your organization

Foolish Assumptions

In writing this book, I've made some basic assumptions about you, our audience. I assume you are

- ✔ Just getting started in your career as an entry-level human resources (HR) professional and are eager to excel
- ✔ A seasoned HR pro — perhaps a chief human relations officer (CHRO) of a mega-billion-dollar corporation — who wants to stay on top of the latest performance management developments
- ✔ Someone without an HR background — perhaps the president or chief financial officer (CFO) of a company that's looking at ways to make performance management more efficient and cost-effective

Icons Used in This Book

I know you're a busy professional, with a ton of other things to attend to. To quickly identify the most important information, simply look for the following icons:



The Tip icon marks succinct, easy-to-understand advice.



The Remember icon underscores information you'll use again and again.



Better toe the line when you see the Warning icon. It points out common pitfalls and hazards you'll want to dodge.

Where to Go from Here

There's no set-in-stone method for gleaning the information between the covers of this book. Use it as a reference book when needed, peruse it for new bits of information, or dig in and digest it from cover to cover. Do whatever works best for you! For even more information on performance management, go to www.reviewsnap.com.

Chapter 1

Delving into Performance Management

.....

In This Chapter

- ▶ Getting to the core of what performance management is all about
 - ▶ Understanding the purpose of performance management
 - ▶ Identifying the benefits of a performance management system
-

In today's competitive environment, businesses need to get the maximum performance from their employees. Not only that, but employees' goals need to be aligned with the goals of the company. So, everyone in the company needs to be engaged and working in sync for the company to thrive. Sounds simple enough, right? But it's not.

Nearly all companies have a performance management process to assist with annual appraisals and employee development. But many are ineffective. And most companies don't like the one they have — not even, and maybe especially, the human resources (HR) department!

A report by Deloitte Consulting found that 58 percent of HR leaders rated their performance management process a C or lower!

And HR analyst Josh Bersin found that more than 70 percent of all organizations dislike the performance appraisal process they have in place. Ouch!

In this chapter, I define performance management and how it has transitioned over the years. I also take a look at the

purpose of performance management and how a properly executed performance management system can benefit your entire organization. Finally, I briefly touch upon some of the basic building blocks of performance management.

Defining Performance Management

When you hear the term *performance management*, what do you think of? For many people, it's the traditional one-and-done annual performance appraisal. You know the kind: the one where employees have to recap every pat on the back they've received in the past year and pray it jogs their managers' memories and translates into a raise (or at least job security for the upcoming year!).

This kind of performance appraisal is stressful and takes up a lot of time. And the fact that employees only get one shot at it per year puts the pressure on them to do it really well. To top it off, it often comes round when they're up to their shirtsleeves in a priority project. No wonder employees hate performance appraisals!

Performance appraisals aren't so much fun on the other side of the desk, either. It's hard for management to get excited about something they know their employees dread. And having to wade through stacks of paper and schedule annual meetings with each employee is a logistics nightmare — not to mention trying to find all the notes they jotted down during the first half of the year about their employees' areas of improvement and accomplishments. It can be a matter of hit or miss.

Some businesses still operate that way. But when you're talking about employees' salaries and careers, hit or miss doesn't cut it.

And, no, getting rid of performance appraisals altogether isn't the answer!



Every organization needs a process to measure, manage, and maximize the performance of its people.

Simply put, performance management is the process of measuring the performance of employees against their goals or competencies to see how they're faring, and then giving them the tools to help them perform at their best every day. Savvy businesses realize it's all about employee development.

The basic premise of performance management hasn't changed much, but the way performance management systems are being set up and implemented has.

Many companies are dropping the one-and-done — or seriously revamping it. Proactive businesses are reinventing the process of performance appraisals in ways that are more meaningful and rewarding to everyone — employees, management, and the business as a whole.

It's a more holistic approach. Managers are transitioning from judges to mentors. Employees are actively engaging with the company and taking control of their careers. And the companies that are embracing the changes in performance management are reaping the benefits!

Recognizing the Purpose and Benefits of Performance Management

Performance management is quite the buzzword these days. It's not exclusive to the domain of human resources professionals either. Discussion surrounding performance management has gone mainstream.

Why? Because competition is fierce in a global economy jam-packed with tons of alternatives. Businesses need to take every opportunity to increase their competitive advantage. And employee performance can be one of those advantages. A very big advantage!



In Gallop's State of the American Workplace report, Jim Clifton, chairman and CEO of Gallop, estimated that poor management is costing the United States \$450 billion to \$550 billion every year. That's a lot of cash to throw out the window!

And a 2013 Human Capital Trends report from Deloitte Consulting says the pressure for performance is likely to increase as business decisions become more complex and challenging.

To stay ahead of the curve, proactive companies are replacing ineffective performance management systems with new ones that optimize employee performance.

Implementing a successful performance management program increases employee morale, ensures employees are engaged in their work, and helps keep employees aligned to the company's goals. That, in turn, relates directly back to more profitability to the company. And that's a good thing!

Employee engagement is very important to the overall success of the organization — it drives individual performance as well as performance on a company-wide level. As an added bonus, when employees are engaged, the workplace environment is a lot more fun!



According to Gallup, engaged employees outperform those who are disengaged by about 20 percent!

Keeping employees accountable

Accountability is at the core of performance management. A properly developed and implemented performance management system keeps all employees accountable — whether it's accountability for reaching their goals, developing their knowledge base and learning new skill sets, or climbing the corporate ladder.

A culture of universal accountability is created when all team members take personal responsibility for making improvements within their area of expertise. Responsibility for improving key performance indicators no longer rests solely on the shoulders of management.

It sounds like a nice concept, but does it really work? You bet! According to Joseph Grenny, an expert on leadership optimization, businesses that embrace universal accountability yield superior results — including greater innovation, trust, and productivity. Not bad!



The goal of proactive businesses is to foster accountability throughout the organization, from the top to the bottom!

Measuring results

Measuring performance is critical for improving performance. You don't know how far you've come if you don't know where you started. Conversely, you don't know how far you have to go if you don't know where you're headed. Having concrete goals or numbers to shoot for can help you reach your goals.

How would you feel if, during your annual review, your manager told you you'd "done better than last year"? What does that mean? It could mean two totally different things depending on whether you turned in a spectacular performance last year or barely squeaked by. How much better? And what did you do that was better? In what area were you better? Confusing? You bet!

Now, what if your performance were measured against that of everyone else in the company? Remember when that 42 percent in biology turned out to be a B-? Cool, huh? But what about the time you made a 92 in French and received a C+? That wasn't so great, was it?

Using a bell curve to measure employee performance doesn't work. It's confusing, it's demoralizing to top performers, and it doesn't give employees an accurate assessment of their true performance.

Now, how would you feel if your manager told you during your review that your performance score this year was 95, and last year it was 80? And then what if she told you the areas you excelled in were x , y , and z ? Much better, right? You would know where you stood, and that would motivate you to do even better.

Enhancing communication

Perhaps nothing is more important to an organization's performance and bottom line than stellar communication among employees — especially when performance plays a starring role in the discussion.



Unless your organization has mastered the art of telepathy, managers need to regularly communicate with employees, whether through scheduled meetings or informal gatherings around the water cooler.

Placing an emphasis on performance management encourages managers to communicate with their employees about their performance and provide guidance on how employees can meet or exceed their respective goals. Without communication, there's always the risk that employees don't understand their goals — or have no idea how to achieve them when they hit unanticipated roadblocks on their path to success. Worse yet, employees will be caught by surprise when they don't measure up to their managers' expectations — especially when a juicy raise is on the line.

Managers need to communicate performance expectations before any problems arise if they want to keep employees motivated and on track. Establishing an environment of open discussion will stand managers in good stead when the tough, emotionally charged discussions need to take place — like why an employee isn't getting a raise.



But like everything else, keep it in balance. Too much communication can be a time killer. No one needs that. Too much communication can also open the door to micromanagement. And that's a real buzz kill.

Developing employees based on performance

Developing employees takes time and dedication, but it pays big dividends in the long term. Having a well-honed performance management system helps managers do just that.

To develop employees based on their performance, the first thing you'll need to do is establish goals. Create a road map that specifies where they are and where they should end up. Then detail the milestones and steps along the way to that destination.



If you offer incentives along the way, all the better! But don't stop there. Offer employees appropriate opportunities to continue their education, whether it's attending classes, seminars, or conferences. If you have skills they need, mentor them to assist in their development. And consider creating a mentoring program to further develop employees.

Simply pair an employee with a person in a position he or she is aspiring to. Let the employee learn the ropes from someone who has firsthand experience. As an added bonus, their interaction will get the communication flowing between levels and departments of the company that don't typically interact together. And that's a good thing!



Employees are a company's number-one asset! Treat them as such!

Tying compensation to performance

An effective performance management system also helps companies tie employees' performances to their paychecks. This pay-for-performance approach can be quite effective in some company cultures, but it's not a one-size-fits-all solution. You'll want to weigh the pros and cons of this approach before implementing it!

The pros

Here's why some companies like this approach:

- ✔ **It takes the mystery out of pay increases for everyone.** Simply put, employees who perform well and meet their goals get an increase. And the better they perform, the more moolah goes into their pocket. Those who don't perform up to snuff can kiss that first-class, two-week vacation in the Virgin Islands goodbye!
- ✔ **It can be easier to administer.** Tying performance appraisals directly to compensation can make the integration of pay increase information into the payroll system more efficient.



- ✔ **It attracts top talent.** Top performers follow the money. And companies that offer monetary incentives for performance are a mecca for these ace employees.

According to a WorldatWork Survey, better pay is the number-one reason key people leave one employer for another.



The cons

On the flip side, this approach has some rather serious shortcomings. So proceed with caution!



- ✔ **It's difficult for managers to provide objective, accurate appraisals across the board.** And when their paychecks are on the line, you can bet employees will be paying attention. This approach can actually lead to disgruntled employees if employees feel the review process is unfair. That's when trust, cooperation, and teamwork go right out the window.

This isn't the best approach for all companies. Just because your performance management system makes it easy to do doesn't mean it's right for your company.

- ✔ **Unless the process is crystal clear, it can confuse employees.** Managers must communicate clearly and precisely what will drive compensation. Is it goals? Competencies? Employees need to have that spelled out in advance so there aren't any surprises when it comes time for raises to be handed out. Try explaining to an employee who exceeded his performance goals that he deserved only a miniscule raise because he fell short when it came to competencies. And were competencies the key factor driving compensation? It's not fun situation for anyone.

- ✔ **Tying performance to compensation can overshadow the real purpose: the review!** When employees are primed to hear what their salary increase is, everything else the manager says may be lost on them. The performance review can be overshadowed by compensation discussion. If your company opts to tie performance to compensation, try separating the review from the compensation discussion.



The keys to compensation and performance success are communicating your strategies and expectations clearly, giving your employees well-defined guidelines, and empowering your managers to reward top performers appropriately.

Familiarizing Yourself with the Building Blocks

Developing an effective performance management system doesn't happen overnight. Just because management announces a new and improved version won't make it magically appear. As with anything worthwhile, a strong foundation has to be in place to support it.

Here are some of the foundation building blocks that need to be in place before a new performance management system can be successfully implemented:

- ✔ **Buy-in from the top down:** Buy-in at the top level is key for creating and nurturing a performance-based culture. If the organization leadership believes in the new process and actively supports it, others in the organization will respond accordingly.

It's critical that managers lead by example and conduct and complete performance appraisals in a timely fashion.

When managers show they take the process seriously, the message employees receive is that the organization views the review process as critical and integral to their development and success.

- ✔ **A clear and well-defined process:** If your process is as easy to comprehend as instructions written in Swahili, don't expect employees to embrace the process! If you want them to perform to the max, give them well-defined guidelines.



When employees understand how their achievements are valued and rewarded, motivation and engagement improve.



✓ **Effective communication within the organization:**

Ongoing communication between managers and employees is critical. Communicate often, and encourage open communication where employees have no fear of recrimination. Managers who are encouraging and who listen to what their employees have to say yield the best results!

Employees who are on the defensive won't listen to what you have to say.

✓ **Basic command of performance review basics:**

Managers need to do the following, at a minimum, to perform an adequate performance review:

- *Prepare.* You expect your employees to come to the table prepared to answer your questions. You'd better be prepared to ask meaningful questions and to respond to theirs!
- *Communicate performance expectations before it's time for the appraisal.* Let employees know what's expected of them. No one appreciates surprises on the day of the appraisal. And if employees don't know what to expect, their responses won't give you the information you need. That's a lose/lose for everyone!
- *Follow up after the performance appraisal.* The performance appraisal can't exist in a void. Don't treat it like something that's taken off the shelf and dusted off to use periodically. Follow-up is critical after the review to keep employees on track.

Chapter 2

Getting Acquainted with the Concepts

In This Chapter

- ▶ Exploring the different types of reviews
 - ▶ Examining how two companies put their personal stamp on the 4 x 4 process
-

No one solution fits all when it comes to performance reviews. There are several different approaches to the performance management process. Many companies make their own combo plate, incorporating two or more models into their performance reviews. Some are complex. Others are simple. But the effective ones are designed to measure employees' performance, help develop employees, and enhance the company's culture.

In this chapter, I examine the different types of reviews. I discuss how each works. And I examine some of the ways to make different approaches more meaningful to today's workplace. I also touch upon how two companies put their personal stamp on the 4 x 4 process.

Using Competency-Based Reviews

Competency-based reviews are one of the more traditional forms of performance management reviews. They're typically a one-and-done annual performance review.

Employees are assessed as to how well they achieve core competencies that align with the company's mission, vision, and goals. Managers must identify core competencies and then relate them to each job description — a daunting, time-consuming task!



According to results and data from a 2013 TINpulse Employee Engagement Survey, only 42 percent of employees know their company's values, mission, and overall cultural values.

Competencies used as measures of performance vary according to the individual job classification and the type of business. As you can imagine, there's a long list of competencies. Here are just a few examples: collaboration, communication, planning, organizing, and technical knowledge and skills.

At annual review time, managers rank employees against those competencies. Often competencies are rated on a scale ranging from "unsatisfactory" to "greatly exceeds expectations," which can be rather subjective depending on the reviewer, or "does not demonstrate" to "advanced" or perhaps "fundamental awareness" to "expert." No matter what the rating titles are, they serve the same purpose. Employees are compensated based on how effectively they contribute to the company's bottom line. That can be tricky to determine for some job descriptions.

A major problem with competency-based reviews is the amount of time and effort they take. For each job description, managers have to properly define the skills and behavior an employee must have to complete a task successfully.

Conducting the interviews is no piece of cake, either. That's one reason these types of reviews are typically one-and-done — conducting them more often would be too tedious and time-consuming for everyone.

And when reviews are only conducted on an annual basis, they're often nothing more than a mere formality — one and done, never to be seen again. And where does that leave employees? Not much better off than they were before. Annual reviews typically aren't the best vehicle for developing employees.

Furthermore, they just aren't in step with the way business is conducted today.

In recent years, many companies have been turning away from the traditional annual review — or supplementing it with more frequent check-in reviews.

Case study: Penske Racing

Penske Racing conducts annual reviews each October and November. It was a time-consuming process, made especially onerous with open enrollment season and healthcare reform tasks occurring at the same time.

It didn't help that Penske used an outdated Excel-based manual system that was cumbersome and extremely complicated.

"There's a lot of room for error when you're doing manual work like that for more than 300 people," said Darlene DeRosa, Penske Racing's Benefits/HRIS Supervisor.

DeRosa wanted an automated performance management system that was fast, was easy to use, and allowed Penske to continue using the same format for its review forms — letter grades instead of numbers, questions set up a certain way, and comments in specific places.

The solution DeRosa found, which gave her all that and more, was Reviewsnap performance

management software. Penske enjoyed immediate benefits from using Reviewsnap's cloud-based system such as the following:

- ✔ Reviews that are easier and more efficient to conduct and complete.
- ✔ Significant time savings — 80 hours of administrative time were shaved off during the first year of implementation.
- ✔ A customized template that retained its review format.
- ✔ Automatically generated reminders for managers.
- ✔ Powerful metrics for analyzing overall company staff performance.

"Reviewsnap is easy to use, which is a huge plus in our organization, where things need to get done quickly," DeRosa said.

And if anyone knows about the importance of a fast finish, it's Penske Racing!

One driver for more frequent check-in reviews comes from a specific segment of the workforce. According to the Hartford Financial Services Group, millennials — those who reached adulthood around the year 2000 — made up 75 percent of the workforce in 2015. And millennials don't want to wait until next year for praise or a slap on the wrist. They want to know the score now!



Meeting only once a year to discuss performance is a dying practice.

Exploring Frequent Check-in Reviews

The one-and-done annual performance review used as a stand-alone is rapidly becoming a thing of the past. Why? For one thing, the end of the fiscal year doesn't necessarily jibe with performance goals and targets of today's shorter-term projects. Frequent, less formal check-ins are better at keeping employees focused on their goals, engaged in their position, and headed in the right direction. If they get off course, there's time to change and get back on course. And that means fewer surprises at the end of the year!

Sometimes managers don't feel comfortable with the idea of making more frequent check-ins with employees. "I already covered that with them — what's left to say?" Well, a lot, actually. Reinforcing messages is good. And things change all the time.

One roadblock to frequent, less-formal check-ins is managers' unfamiliarity with structuring them. How can managers ensure these meetings are productive? How can they keep them from becoming employee rant sessions or handoff sessions where they end up delegating more work to the employee? Neither of those scenarios is optimal.

Another hurdle is the logistics involved. Scheduling more frequent meetings seems to be an insurmountable task. But managers need to bite the bullet and create a long-term schedule for one-on-one employee check-ins — and then stick to it.

Managers can use regular check-ins to do the following:

- ✔ **Identify areas where employees are struggling.** Be sure to address their needs. Maybe an employee is struggling with obstacles that will impact his performance and, ultimately, his compensation. Finding out about it and offering a solution — sooner rather than later — is a good thing!
- ✔ **Discuss employee interests and career goals.** Find out what an employee wants to be doing in another few years. Is she aiming for a higher-level IT job? Discuss the kind of skills and training or certifications she'll need. Is he almost management material, but could benefit from brushing up on his public speaking and presentation skills? Suggest he join Toastmasters. Use this time to find out what would help your employees reach the next level and obtain their goals. Then nurture them, mentor them, and support them so they can do just that.
- ✔ **Mark and measure progress to ensure individual and organizational goals are aligned and that your needs are being met as well.** Now's the time to course-correct if employees have drifted off course. Make sure they know the big picture and how their roles relate to department and company goals. Perhaps there's a new company initiative that requires employees to change direction. That can be confusing to employees. Discussing it sooner rather than later, in one-on-one meetings, gives employees time to ask questions they may not want to ask during a group presentation.



Keep it light! These sessions should be short and sweet — not heavy-duty critique sessions.

Introducing the 4 x 4 Process

Many companies are embracing more frequent, informal reviews. The 4 x 4 process is a variation of frequent check-in reviews and the newest form of performance reviews. Here's how one company put its own spin on the process.

After years of using an ineffective performance review process Union Bank & Trust (UBT) finally decided the time had come to overhaul it. Chad Thies, the first vice president of

human resources for UBT, was charged with the job. He began by conducting an internal survey with employees across the organization.

The survey found that managers and employees both wanted more productive review sessions that would entail the following:

- ✔ **Improved communications:** Both managers and employees wanted a process and tools that made communication easier and more meaningful.
- ✔ **Accurate knowledge of employees' accomplishments and challenges:** Employees wanted to ensure managers understood the challenges they faced in meeting their performance expectations. And they wanted to see that knowledge reflected in their review.
- ✔ **More employee engagement:** Managers wanted employees to help set their own goals instead of having to develop them and assign them themselves.
- ✔ **A review process that was motivating:** Managers wanted employees to feel more engaged in their work and to actively participate in managing their careers.
- ✔ **A faster, easier process:** Managers wanted tools to help reduce the time and effort they had to spend completing employee reviews.

Based on this input, Thies and his team came up with a radically different and much simpler review process. Here's how UBT's 4 x 4 performance review process works. Four times a year, managers meet with employees and ask them four key questions:

- ✔ What have you accomplished in the last six months?
- ✔ What will you accomplish in the next six months?
- ✔ What challenges are you facing?
- ✔ How can I help you be your best?

The beauty of this nitty-gritty approach is that it does away with an impersonal numerical rating. It addresses the challenges and goals and shows management support for employees. Plus, it's quick and easy to implement. Another coincidental bonus UBT discovered: This informal approach

paved the way for employees to share ideas about ways to improve their work and UBT's business.

Other companies, including Deloitte Consulting, have come up with their own version of the 4 x 4 process. Deloitte's first two statements require a five-point ranking, while the last two statements require a simple "yes" or "no."

Here are the four key statements Deloitte came up with:

- ✔ Given what I know of this person's performance, and if it were my money, I would award this person the highest possible compensation increase and bonus.
- ✔ Given what I know of this person's performance, I would always want him or her on my team.
- ✔ This person is at risk for low performance.
- ✔ This person is ready for promotion today.

The 4 x 4 process is attractive to companies because it's quick and to the point. More and more companies are jumping onboard with the process every day.

Addressing Goal-Based Reviews

Goals are tricky for many employees to wrap their heads around — except for salespeople who thrive on the concept. For many others, goals kind of float around in the cloud somewhere. They're elusive and far removed from everyday work. Or employees are afraid they won't be able to meet those particular goals, even if they excel in other areas. So instead of being a healthy challenge, goals become the enemy. Not good!

But that doesn't have to be the case. How the goals are set, and who sets them, can make all the difference in the world!

Setting goals: A manager's perspective

Goals are a cornerstone of the performance review system. But managers need to ensure the goals will benefit the employee, the department, and the company. Goals also have to resonate with the employee and be clear and well defined.



Here are five ways managers can create goals that add value to the performance review process:



- ✔ **Get specific.** Often goals are too broad, like “Become better at my job.” What does that mean? Save the company money? Handle more cases than last year? Bring in new customers? You need to pinpoint the performance behavior that translates to the employee getting better at his job.

With a goal like becoming better at a job, there’s nothing specific to shoot for. And no way to determine if you’ve arrived!

- ✔ **Quantify goals.** When you’ve defined the goal in more specific terms, apply a form of measurement to it. How about: Save the company x amount of dollars. Handle 10 percent more cases than last year. Bring in five new customers a month.

Whatever it is, it has to be something that can be measured in a quantifiable way. These examples are fairly easy to quantify, but with some jobs it may be a stretch. Dig deeper, though, and you’ll find a way!

- ✔ **Reassess the metrics.** You’ve created goals and quantified them, but are they in sync with what’s important to the overall business? Increasing the number of sales leads is important. But what really matters to the bottom line is how many of those leads were actually converted to sales.
- ✔ **Involve your employees.** Your employees probably have a better idea of what translates to their success on the job than you do. Include them in the goal-setting process so the goals reflect what’s best for the business, your team, and each individual employee. You’ll also get better buy-in from employees if you include them in the process.
- ✔ **Follow up.** Setting pertinent goals is only part of the process. You need to follow up with employees to ensure they’re on track for meeting those goals. If they aren’t, find out where the obstacles are and help your employees get back on track. Or maybe a goal needs to be tweaked midstream. The company’s goals may change, necessitating a change in employees’ goals. Employees need to know that! They may not necessarily see the correspondence between their jobs and the company’s new direction.



By following up on a regular basis, goals can be adjusted and obstacles can be removed.

Setting goals: An employee's perspective

Having employees set their own goals is a good way to get them engaged in the process. And it takes some of the pressure off managers who may not be aware of all the opportunities and challenges facing each employee.



If you ask your employees to set their own goals, or if some want to proactively participate in the creative process, here are some guidelines you can offer them:

- ✔ **Focus on your talents and interests.** What tasks get you excited and make you feel energized? What kinds of projects do you look forward to? Chances are, your answer to these questions will showcase the areas where you shine. You definitely want to make sure your manager knows what floats your boat. When those assignments come up, you'll likely be the one your manager thinks of first if she knows what you like.

Make it clear to your manager where you do your best work and where your passions lie.

- ✔ **Make your goals measurable.** Every goal needs to be measurable in one way or another. You may stipulate that you'll do something within a certain time frame. Or you'll see a certain increase over last year. Or you'll save so much time or money. Or . . . well, you get the picture!

- ✔ **Tie your goals to the business.** It's not all about you! You have to show how that goal is relevant to the company's goals or success. Maybe your goal is to complete your journalism degree in two years. That fits the first two criteria. Right? But that goal's not going to hold water in an IT company — not unless you can show how you'll use that knowledge to showcase the department!



Understanding 360-Degree Feedback

The 360-degree feedback model looks at employees' performance based on feedback from many sources, including managers, peers, associates, and self-critiques. This all-inclusive approach provides a panoramic snapshot of employees' work over a specified period of time. It's a very powerful tool to use in a team-based environment. When used as a benchmark within the employee's development plan, 360-degree feedback surveys can be very effective. Companies often use this model to supplement their official performance reviews.

The purpose of a 360-degree review is to boost productivity, not punish employees. But with multiple "raters" providing feedback on an employee's performance, employees may feel that they're being ganged up on. It's important to keep the process fair and focused on helping the employee.

Here's how the process works: With 360-degree feedback, multiple raters are used to evaluate an employee's performance. Managers may not work closely with an employee on a daily basis. So gathering feedback from the people who have a finger on the pulse of an employee's performance is a great way to obtain pertinent, supplemental information. Raters should be a diverse group of people that may include employees from several company departments, employees at different levels of position — from the president to the mailroom clerk — and even people outside the company.

It's critical that the employee receives anonymous feedback. It's only natural that employees might resent a "bad" rating. And raters might find it difficult to be forthcoming and honest in their evaluations if they know the employee they're rating — hey, it could be their boss — is able to view their responses!



Used in conjunction with one another, 360-degree feedback and traditional performance reviews form a powerful one-two punch for employee coaching and development.

Preparing to implement 360-degree feedback

Receiving the best results from the 360-degree feedback process requires some preparation — especially if your employees aren't familiar with it.



Here are some steps that will help guarantee the success of your review:

- ✓ **Define goals and objectives.** You have to know the outcome you want to achieve, and that means defining objectives that can be measured and tracked. Here are three key questions to help you get started:
 - What is important to the organization's success and how does my team work toward those accomplishments?
 - How will I measure my employees' performance?
 - Who will be involved in the 360-degree feedback?
- ✓ **Communicate.** When you have those questions answered, share this information with your team. Go over the process with them, making sure they know what to expect.
- ✓ **Determine whether to make the feedback anonymous.** Anonymity makes participation more comfortable for employees and may help you capture more pertinent information. But that's not always the case. Use your best judgment on this one based on your company's culture.
- ✓ **Leave the door open for discussion.** If your employees know they can ask questions or discuss the process with you at any time, they'll be more open to the process. Giving them a voice makes them more receptive to the feedback they receive.



The more prior information your employees have about the appraisal, the less apprehensive they'll feel about it. Squelch their fears with timely communication!

Selecting raters

Sometimes managers are given the responsibility for selecting raters. But more often managers ask employees to create a list of potential raters. Ideally that list should include the following:

- ✔ A peer who has known the person for a long time
- ✔ A mentor or indirect supervisor
- ✔ One new and one long-term client or customer
- ✔ A project teammate from another department
- ✔ A remote employee he or she has worked with
- ✔ Someone he or she has faced a work challenge with

Employees will naturally gravitate toward people they believe will give them a good rating. Who's going to give a peer who's bad-mouthed him an open invitation to do more harm?

But selecting people who'll give them top scores isn't the point here. Employees should select people who will give the process the attention it deserves and provide an honest, fair, and objective assessment of their performance.

Chapter 3

Creating a Culture of Performance Management

In This Chapter

- ▶ Defining corporate culture
 - ▶ Creating a performance management model that fits your company culture
 - ▶ Implementing a performance management model to shape your company's culture
-

Corporate culture is a company's unique environment or psychological makeup that develops over time. A company's culture encompasses shared values, beliefs, goals, and attitudes that determine how its employees and management conduct business and interact with one another and with others.

What comes to mind when you think of Apple? Innovation, right? Innovation is one of the cornerstones of Apple's corporate culture. So, it's no surprise that Apple employees value thinking outside the box. Don't expect them to do things the way they've always been done. Not gonna happen!

Company culture is not just pie in the sky. It provides a shared focus and direction for its employees. And we've seen how that impacts employee goals. You can't ignore the company culture when implementing a performance management system!

In this chapter, I discuss ways to revamp the performance review process to align it with your corporate culture. I provide examples of companies that changed their review

process to mesh with their culture. And I also take a look at setting up a performance management system that will help take your company to a higher level of performance.

Tailoring Performance Management to Your Culture

Each company's culture is unique. So it should be no surprise that what drives excellence for Company A isn't even on Company B's radar screen.

Qualities under review should be evaluated differently as well. What if a sales-focused company evaluates its salespeople, who fly solo 95 percent of the time, on their ability to work well with others? There's a big disconnect there, right?

But evaluating employees on their ability to work well with others would be totally appropriate for employees of a software company whose workers must collaborate to get a product to the marketplace.

If your company's employee review process doesn't mesh with your company's culture, all that will happen is that you'll create a paper trail — and a lot of busywork for everyone!

Revamping your performance reviews

By now you've probably realized you need to revamp your performance reviews. (If you haven't, you may want to go back to the beginning of this book!) Often a few tweaks can make a big difference.

Performance management as an annual event doesn't cut it anymore. Companies that obtain positive results create a process of continual improvement. The tools they use to keep everyone on track include ongoing goal setting, coaching, and feedback.

A performance review isn't an annual event. It's an ongoing process.



In a poll conducted by Achievers, Inc., 61 percent of employees polled said they preferred “on-the-spot” feedback, while only 1 percent of employees favored the annual review.

Some companies are eliminating annual reviews altogether. The Gap has eliminated annual reviews in favor of monthly GPS (short for *grow, perform, succeed*) coaching sessions. The company’s rationale is that real-time feedback helps employees grow.

Netflix has also eliminated annual reviews in favor of a more frequent feedback process.

But don’t start canceling those scheduled annual reviews with your employees. Annual reviews still have their place in the performance management process. Here are a few key reasons why annual reviews are still helpful:

- ✔ An annual overview provides an opportunity for a manager to review an employee’s performance over the entire year to determine his eligibility for a raise or promotion.
- ✔ Annual reviews provide an official venue for managers to give employees a formal pat on the back. This holds more weight than a “good job” mention around the water cooler!
- ✔ Annual reviews can address company-specific issues such as company goals, initiatives, and culture.



You don’t have to do anything drastic to revamp the review process. Here are a few fast, simple ways to improve the process:

- ✔ **Begin the review by addressing issues related to the employee’s performance.** Be sure to finish each one before moving on to the next. And give employees time to ask questions or make comments.
- ✔ **Watch your language and tone.** Even when you’re delivering a reprimand, try not to use judgmental or disapproving language. Keep it matter of fact and let employees know you’re trying to help them improve.
- ✔ **Involve employees in goal setting.** Involving them in the process improves the odds that they’ll reach their goals. Work with them to set realistic goals.

Innovating ideas to improve the review process

Here are some additional innovative ways that companies have ramped up their performance management process and engaged employees:

- ✔ When Costco Wholesale employees hit the top of the pay scale for their position, they're still eligible for bonuses twice a year. Think that keeps them incentivized to do more? You bet!
- ✔ At General Electric, many employees now use a mobile application that allows them to track their performance via text or audio notes. It also supports the capability to attach documents and upload handwritten notes.



This tactic requires employees to be savvy with the technology. You may want to consider offering training if necessary!

- ✔ Google employees set their own goals. And employees who set easy-peasy goals don't win any accolades. The Google mindset is that goals should be ambitious and not easily obtainable!



Think through this particular technique carefully before implementing it at your company. It's not for everyone!

- ✔ Zappos employees can give “Zollars” to fellow employees as rewards for a job well done. The “Zollars” are redeemable for company merchandise or a donation to their favorite charity. And each month they can award a peer a \$50 bonus!

Take a good look at your company's culture and what motivates your employees. Then figure out your own innovative ways to conduct reviews!

Shaping a High-Performance Culture

To be effective, a performance management program should be a good fit for an organization's culture. But there's a flip side to that. A well-constructed performance management

program can also help shape the culture of the organization, transforming it to a high-performance culture.

The leadership of the organization needs to set the transformation in motion, giving employees the direction and the tools to make it a reality.

And the information leadership gathers from performance reviews gives them what they need to create an environment of change that will ultimately improve employees' performance.



Here are three steps leadership can take to initiate change within the organization:

- ✔ **Focus on the team.** The role of leadership is to motivate, coach, and mentor employees through recognition and effective communication.
- ✔ **Create a performance strategy.** Leaders who are actively engaged in managing the company's performance give their team a clear road map to where the company is headed. The team can't stay on track if it doesn't know the final destination and have goals to reach along the way. To be effective, create SMART (specific, measurable, actionable, realistic, and time-bound) goals that align with the high-level strategies of the company. And periodically revise those goals so they're in sync with changes in company strategies.



According to *High-Impact Performance Management: Comprehensive Industry Study – Market Analysis, Trends, Best Practices, and Vendor Profiles* by Josh Bersin, organizations in which employees revise or review their goals quarterly or more frequently are 45 percent more likely to have above-average financial performance.

- ✔ **Track and analyze performance data.** Leaders can't set a course and then assume their teams will carry on. They need to analyze the data to ensure the changes they've initiated take hold.

Introducing performance management activities — goal setting, coaching, rewarding, recognizing, and development planning — into the everyday activities of the organization will help to create a culture of performance.



Performance management isn't something high-performance organizations "do." It's part of the day-to-day company dynamics.

According to *Corporate Culture and Organizational Effectiveness* by Daniel R. Denison, studies have shown that employee involvement and participation predicts current and future financial performance. And it takes a strong organizational culture of shared values and beliefs to keep employees engaged. The two go hand in hand.

Companies that develop and maintain strong company cultures reap more than financial benefits, however. They also enjoy

- ✓ Easier, more open communication
- ✓ A stronger sense of identity
- ✓ A spirit of mutual trust and cooperation
- ✓ More efficient decision-making processes

So, if your organization already enjoys a high-performance culture, kudos to you! If it isn't quite there yet, get leadership onboard and go from there.

Chapter 4

Putting Performance Management into Action

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In This Chapter

- ▶ Figuring out how you'll implement your process
 - ▶ Keeping the lines of communication open
 - ▶ Maintaining your performance management process
-

Now that you've gotten to this point, you're probably itching to get started implementing a bigger and better performance management process for your company. But before you begin, there are some other things to consider.

In this chapter, I discuss things to think about when you're setting the parameters for your new process. I also emphasize — yes, one more time — the importance of ongoing communication and the need for continual tweaking.

Determining Your Process

There are several options for managing employees' performance. Hopefully, you've thought about how each method will interact with your company's culture. You want to pick the method or methods that will work best for your specific company.

Here are some things to consider when determining your process:

- ✔ **Your company type:** Is your company a law firm, an accounting agency, or another data-driven company? If so, then you'll likely want to use an appraisal process based on numbers to decide performance.

But if your company is an ad agency, which has a more creative, less-structured culture, you'll probably want to forgo the numerical analysis. Instead, use open-ended questions that cater to a more creative environment.

- ✔ **When and how often:** You'll also want to think about how often you want to conduct reviews and when are the most appropriate times.

First, decide how often you want reviews to take place. (If you're still thinking once a year, reread Chapter 3!) Semi-annually? Quarterly? Monthly? What frequency makes sense for what you're trying to accomplish? And what's realistic for your workforce?



Going from an annual review to quarterly reviews may be too big a leap for employees. Try starting with semi-annual reviews and work up to quarterly reviews instead.

Next, determine when the reviews should take place. When will you need the information you'll be collecting from the appraisals? Before creating budgets for the next fiscal year? At the beginning of each fiscal year? Before the annual sales conference?



Steer clear of peak seasons or times when everyone will be too busy to give the review process the attention it deserves.

- ✔ **Meaningful job description templates.** Questions and competencies used in the review process should be based on their relevance to the company's mission and the employees' job responsibilities. Because different jobs have different responsibilities, you'll want to use several templates, instead of just one, to keep the questions and competencies relevant to the employees being reviewed with that template.

An automated performance management system typically provides several templates you can easily tweak and allows you to create templates from scratch to fit your needs.



Keep the number of questions or competencies fairly low. If the review is too lengthy or doesn't apply, employees' responses may not be as detailed as you desire and they're less likely to complete the reviews.

Communicating and Frequently Following Up

There's an old saying in the world of corporate communications. It goes like this: Tell them what you're going to tell them. Then tell them. Then tell them what you told them. Repeat as needed.

Frequent communication is an all-important ingredient to a successful performance management process, no matter what flavor you select.

Before the review, you'll want to let employees know what's going to be covered so they don't feel ambushed. During the review, your communication should be crystal clear so employees know where they stand — even if that means you have to deliver some less-than-positive feedback.

After the review, you'll want to follow up with your employees on an ongoing basis. Follow-up is critical. It not only reinforces the important points you made during the review, but also allows employees to provide you with up-to-date information about any issues they have or progress they're making. You can help them solve issues before they become problems. And you can provide employees with the recognition they deserve in a timely fashion.



The reinforcement of positives often breeds more positive work behavior!

Develop your own platform of ongoing communication. That way, your employees will feel comfortable sharing positive and negative outcomes and new ideas with you and one another. When necessary, provide coaching.

Keeping the Momentum Going

When you have the process up and running, don't neglect it. You'll want to encourage ongoing feedback with employees to ensure they continue to improve and make progress. And if you keep the communication ball rolling, you'll know when things aren't going right, so you can make course corrections.

You may find that the process you've selected for your company isn't the right one after all. But now you have the tools to find one that does. If the review process doesn't fit your company culture, then managers are less likely to conduct reviews. So you'll need to tweak it until you find the best solution for your company.



Even if you hit pay dirt the first time round, things change. You're always going to need to adjust things here and there to improve the performance management process.

And if it wasn't in your game plan before, now may be time to consider automating your performance management process to make it easier to implement!

Chapter 5

Automating Your Performance Management

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In This Chapter

- ▶ Understanding the benefits of automating the performance management process
 - ▶ Gearing up to implement an automated process
 - ▶ Figuring out the cost of automating the process
-

So, you've heard about automation software that promises to make your life easier when it comes to performance appraisals. That's good, right? But even though it's easier, will it be meaningful? I mean, what happens to the human interaction?

Even when you know that your traditional way of doing things doesn't work, you may be reluctant to trust a new way of doing things. But if you can get over those concerns, you'll find that embracing automation can have a positive effect on your organization — not to mention what it can do for you!

In this chapter, I discuss the many benefits of moving to an automated system, the steps you can take toward implementing an automated process, and how to calculate the costs of going to an automated system.

Realizing the Benefits of Automation

Harnessing technology to improve productivity, efficiency, accuracy, and quality is nothing new. But it is relatively new in the field of HR when it comes to performance management. There are many benefits and they can impact your company tremendously. An automated performance management process can

- ✔ **Enhance communication.** An automated performance management system gives managers the tools they need to communicate with employees regularly. And forms and email notifications can be sent automatically.
- ✔ **Help organizations follow best practices.** It's easy to stay on top of best practices because they're built in to automated systems.
- ✔ **Capture data over time.** You get the performance statistics and reports you need to understand trends and cumulative results — and to justify bonuses or raises! No more need to manually cumulate data to create reports.
- ✔ **Reduce or eliminate paperwork.** No more performance reviews clogging your inbox. Everything resides online where it's safe and secure.
- ✔ **Save time.** Everything is located in one spot, so no more having to look for lost paperwork or notes.
- ✔ **Keep 360-degree feedback reviewers anonymous.** If your organization conducts 360-degree feedback, you know that keeping the raters anonymous improves the quality of feedback.
- ✔ **Make the process more manageable.** It's easier for managers to handle the entire process, and that means they get it done in a timely fashion. Plus, they can make notes about employees' progress throughout the year. That makes annual reviews more relevant and improves feedback quality.
- ✔ **Help engage employees.** Employees get a better understanding of how their roles impact the overall company goals. And with improved quality and timeliness of reviews, employee performance is likely to be enhanced.

- ✔ **Create an environment of shared accountability.** When each level of the organization is brought into alignment and headed in the same direction, the cohesiveness of the organization is greatly improved.
- ✔ **Improve the bottom line.** When the productivity of individual employees improves, the productivity of the entire organization improves. And that adds to the bottom line. Automating the performance process will save employees' time, which translates to dollars. And when employees are engaged and understand the role they play in the overall big picture, they tend to stay with the company. So the company saves on rehiring costs. And that can be a very costly expense.

Taking Steps toward Automation

So, you've looked at the benefits and you're sold on the idea of automating your performance management process. But where to begin? Here are three steps to get you started.

1. Review your current process.

Take a closer look at it than ever before. In particular, you're looking for answers to these questions:

- How much time do you currently spend on your review process?
- What issues are you running into with your manual process?
- What is the cost for conducting manual reviews?

2. Research the available automated systems.

What you're looking for is a good fit for your needs. You'll have to have a good grasp on your needs, or all the research you do won't be meaningful. Some things to consider:

- What features does each system have? You may be pleasantly surprised at the many capabilities an automated system can give you.
- Does it resolve the pain points of your manual review process?
- Does it measure what you want to measure?

- What kind of reporting will you be able to generate?
- Is it easy to access and user-friendly?
- Do you purchase the system and install it on your hardware or is it a web-based subscription?
- Does it fit within your budget?



Web-based performance-management systems will be the norm in the near future.

- How readily available are training and help?

3. Ask questions — the more the better.

Reach out to SHRM, the Society for Human Resource Management. Or attend a conference such as the HR Technology Conference or the SHRM Annual Conference. It's a good opportunity to pick your peers' brains and benefit from their experiences with automated performance management systems.



Capterra (www.capterra.com) and Software Advice (www.softwareadvice.com) help businesses select the right software from a wide selections of potential options.

Calculating the Cost of Automation

Ultimately, you'll want to know the actual cost of the automated performance management system you've selected, whether you purchased it or subscribe to it. The true cost isn't just the dollar amount on the price tag. You'll have to factor in these costs as well:

- ✓ How much time will it take you to implement the automated system?
- ✓ How much time will it take your team to complete reviews using the automated system versus the manual process?
- ✓ How much time will need to be devoted to training employees on the automated system versus the manual system?
- ✓ What is your review completion rate with the automated system versus the manual system?

- ✔ How much time is spent following up with managers and employees to get reviews completed?
- ✔ How much time did it take for HR to manually review entries for typos, inappropriate comments, and so on?



The amount of time spent on manual reviews could be used for other things such as employee development or revenue-producing projects. Time is money!

Given the benefits and savings of automated performance management systems over manual systems, doesn't it just make sense to automate your process?

Case study: Television Academy

If you've ever watched the annual Primetime Emmy Awards show — all the glamorous TV stars dressed in formal attire — it's easy to forget that the Television Academy is a business. And that annual performance reviews are as much a part of its operations as the Emmys.

The Academy's HR Director, Gregory Sims, SPHR, feels that reviews should be an essential tool for ensuring employee growth and development across the board. But that wasn't happening with the Academy's antiquated manual system — handwritten notes entered into a Microsoft Word document, with review results being transferred to a spreadsheet. The manual method was labor-intensive and time-consuming. Even worse, Sims found it difficult to make year-to-year comparisons of employees' performance.

"There has to be a better way of doing this," Sims said. That "better way" was to implement an electronic,

automated system. Sims researched several systems, and the "Emmy" went to Reviewsnap performance management software.

Reviewsnap may not have won the *actual* Emmy Award, but it did receive rave reviews from the Academy's users and reviewers. Because Reviewsnap's intuitive interface made it easy to use, managers and employees completed their reviews in record time. And administrative time was slashed by at least 50 percent!

Other benefits included affordability, report-writing capabilities that pulled together key data, and substantial cost savings.

"We know excellence when we see it," Sims said. "After all, we're in the business of recognizing excellence. We needed a performance review solution that delivers the same level of excellence we look for in television's greatest performers. And Reviewsnap has been that solution."

Chapter 6

Ten Benefits of Automating Performance Management

In This Chapter

- ▶ Keeping on time and on task
 - ▶ Customizing to fit your organization's specific needs
 - ▶ Deciding to take the plunge
-

Are you using an antiquated manual system to track your performance management? If so, it's probably a big time-suck that gives you a three-Excedrin headache by the end of the day. Automating the process not only makes it easier — it makes it faster and better.

An automated performance management system helps make employee performance appraisals more strategic, which leads to better and more timely reviews, less frustration, and increased employee engagement. And who doesn't want that?

Here are ten reasons why you should consider automating your performance management system.

It Keeps Track of Paperwork

If you've ever lost an employee's record, you know the headaches and wasted time that ensue. With a cloud-based automated performance management system, lost paperwork won't happen. Every employee file and important document is right at your fingertips when you need it.

It Helps Keep You on Task

An automated performance management system does all the remembering for you and your team. You automatically receive notifications about pending or past-due reviews to keep the process flowing — in the right direction! And timely completion of reviews is a good thing!

It Improves Employee Experience

New employees can be added quickly and easily, so they feel welcome from day one! And all employees can access their dashboards at any time to view their performance progress. And that 24/7 support is available to all employees via email!

It Ensures Security of Data

With an automated performance management system, your sensitive information resides safe and secure in a hosted environment. No more worries when you automatically import employee data into the system.

It Aligns Feedback

Access real-time graphical and raw data statistics to identify company, department, and individual strengths and weaknesses for performance reviews. And view the big picture of improved performance. Performance metrics, performance goals, and user notes and comments are all available in one place for easy access.

It's Cost-Effective

Automated performance systems allow you to quickly perform HR duties related to performance, shaving hours off the process. It frees HR staff to perform other duties. You may think something that does that will break your budget. If so, you'll be pleasantly surprised. Reviewsnap, for example,

offers an easy-on-the-budget annual subscription plan that provides all users with unlimited reviews and access to four modules: performance reviews, 360-degree feedback, compensation, and learning content integration.

You Can Customize It to Fit Your Needs

Today's top automated performance management systems are readily customizable to fit not only the needs of your organization but also the culture of your workforce. Look for features such as customizable review templates, rating scales, review periods, and a competency library and comment suggestion tool.

You Get 24/7 Access

With an automated system, you can access performance information anytime, anywhere. You can't ask for anything more convenient than that!

It's Easy to Implement

Setting up a performance management system doesn't require a geek mentality or expertise. It's super simple. And don't forget — there's always that 24/7 support to fall back on!

It's Easy to Use

Automated, on-demand, web-based performance management systems are user-friendly. Look for features designed to make compliance a breeze, such as Reviewsnap's AuthoriCheck discriminatory/derogatory language scanner, which makes communication worry-free! Or a compensation module that makes rewarding results-based performance easy and reliable.



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Web-based Performance Management

Performance Appraisals

360-Degree Feedback

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Learn how to successfully improve your organization's performance management process

The annual performance review doesn't work in today's fast-paced business world. Companies must be nimble and able to quickly change direction and priorities. The traditional annual performance review can't keep pace. But that doesn't mean it should go the way of the dinosaurs! It just needs to be revamped to make it more meaningful and easier to manage.

- *Realize the importance of performance management — find out its relationship to your company's bottom line*
- *Get acquainted with the different types of reviews — determine their strengths and weaknesses and how to conduct them*
- *Learn how to create a high-performance culture in your company — Start with getting buy-in from leadership to increase employee engagement*
- *Delve into the benefits of automating your performance management process — Examine the many ways an automated process can produce quality results and make life easier for everyone*

Shari Held is an experienced Indianapolis-based freelance writer. She writes everything from case studies to e-books for business clients, authors *For Dummies* books, and pens feature articles for a variety of publications nationwide.



Open the book and find:

- The role performance management plays in today's environment
- How frequent follow-ups impact employees' performance
- How other companies have transformed their annual review process
- The benefits of automating your performance management process
- How to calculate the cost of automating your performance management process

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