

Drake University Performance Management System

History and Purpose

Goal III of the Drake University Strategic Plan is to “recruit and retain faculty and staff of the highest quality”. One of the strategies under Goal III is to “develop and implement a performance management system.”

With help from the Human Resources Advisory Group, the Senior Advisory Council and other key groups across campus, a performance management system was developed for Drake University staff. That system includes a year-long process of goal-setting, coaching and dialogue and finally, at the end of the review period, a formal appraisal. The appraisal will serve as the basis for annual merit increase decisions.

A performance management system serves many purposes. Here are just a few: (a) provide information useful to making merit pay decisions; (b) reward and recognize employees; (c) promoting development opportunities; (d) strengthen working relationships between supervisor and employee; (e) provide employees the opportunity for input into goals and objectives; (f) provide a clearer understanding of individual roles in achieving strategic and University goals; (g) advising employees of work expectations; (h) identifying training needs; (i) provide historical information for purposes of making promotional and other employment decisions.

The Process

The Drake University performance management system for staff contemplates a three-part process as follows:

- **Setting Goals** – Near the beginning of each fiscal year, each supervisor and employee should work together on a set of 4-6 goals for the employee for the upcoming year. This step requires supervisors and employees to work together and discuss how individual goals link to the broader goals and objectives of the Drake University Strategic Plan.
- **Evaluating Performance** – Based on the goals set at the beginning of the year, the supervisor assesses whether the employee reached his/her goals, using specific examples and providing an overall rating. An assessment of the employee’s performance in the context of the core values of the University is also included in the annual appraisal.
- **Recognize Educational Achievement and Discuss Development Needs** – Because learning is a core value of Drake University, it is important that we focus on the development and learning needs of employees. Each year at performance review time managers should recognize any educational or development achievements of the prior year. In addition, employees are encouraged to discuss employee development needs for the upcoming year.

This three-step process is in addition to any other conversations supervisors and employees might have about performance and goals throughout the year.

Next Steps

An important next step is to ensure that staff and supervisors have the information and tools they need to make this a meaningful process. Accordingly, in the next few months, we will conduct informational sessions for supervisors and employees on the performance evaluation process. Here is a summary of those sessions:

- **Manager/Supervisor Sessions, Part I** – This 3-hour session is for managers and supervisors of staff employees. Part I will focus on setting goals and promoting developmental opportunities. Managers will be asked to sign up for one of several 3-hour sessions scheduled during August and September 2003.
- **Employee Sessions** – These sessions for non-managerial employees focus on how to set goals and work with your manager in ensuring objectives are clearly articulated. Employees trained to provide leadership and insight into the performance evaluation process will lead these sessions.
- **Manager/Supervisor Sessions, Part II** – Part II of the managerial session will focus on evaluating performance and conducting the performance review. These sessions will last 3 hours and take place between January 1 and April 1, 2004.

Invitations to each of these sessions will be sent from Human Resources. Questions or concerns can be directed to Venessa Macro or Gary Johnson in Human Resources.