

**Kansas State University  
Employee Performance Process  
Supervisor's Guide – Performance Components**

Phase I: Performance Planning	Phase II: Coaching & Feedback	Phase III: Reviewing & Appraising	Phase IV: Rewarding Performance
<p>Recommended Timelines December - January For Probationary Review: 1- 30 days</p>	<p>Recommended Timelines Regularly throughout review period</p>	<p>Recommended Timelines Mid Year Discussion: April 1 – June 30 Annual Review: October 1 – December 23</p>	<p>Recommended Timelines Probationary Review: Timely Annual Review: Timely</p>
<p>Supervisor and employee jointly define *S.M.A.R.T. performance objectives &amp; tracking method.</p>	<p>Formal and informal discussions/coaching</p>	<p>Mid Year Discussion and Final (Annual) Review Session</p>	<p>Reward Performance Non-Monetary and Monetary</p>
<ul style="list-style-type: none"> <li>• Supervisor reviews K-State's priorities, mission, position description and drafts objectives for the review period.</li> <li>• The employee drafts objectives based on goals and developmental opportunities.</li> <li>• Supervisor reviews core competencies (Performance Management Process Form (PMP Form), pages 4-7) and identifies critical competencies the employee needs to perform responsibilities effectively and to achieve objectives (PMP Form, page 2).</li> <li>• The supervisor &amp; employee meet to review and finalize the objectives and identify tracking method ... how success will be measured. Discuss core &amp; critical competencies and essential requirements.</li> <li>• Both supervisor and employee sign and date the PMP Form, page 9.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the process to be used to provide feedback and coaching opportunities. Document on-going feedback and coaching process, PMP Form, page 2</li> <li>• Conduct feedback sessions as needed throughout the year. Do not wait for the mid-year discussion to discuss how an employee is doing.</li> <li>• Review met and unmet expectations. If expectations are unmet, there is still time to coach and mentor employee.</li> <li>• Collect data in useable format (i.e., notes to yourself, log conversations, feedback from co-workers and other supervisors).</li> <li>• Provide feedback on how you perceive employee is doing based on data collection.</li> <li>• Seek employee feedback – self-assessment ... how employee perceives his/her performance (ask if there are problems you can help with or needed resources).</li> <li>• (Optional) Objectives may be revised or additional objectives may be established.</li> </ul>	<ul style="list-style-type: none"> <li>• Required – Conduct and document mid-year discussion, PMP Form, pages 3 and 9.</li> <li>• Prepare for final review session ... pull information together and review</li> <li>• Notify employee of final review session ... one month in advance, if possible.</li> <li>• Compile key performance issues to discuss during final review session, if any.</li> <li>• Form is completed ... objectives are measured, essential requirements and core competencies are rated, additional comments are documented and overall rating is assigned. Supervisor, reviewer and employee sign and date the PMP Form, page 9.</li> <li>• Form is sent to HR ... overall rating entered into HRIS.</li> <li>• If any key performance issues need further attention, they may be carried forward to the next review period as a performance objective.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition is a powerful motivator</li> <li>• It must be timely, sincere, specific and earned.</li> <li>• Non-monetary rewards Thank you! notes Coffee or lunch Certificate of Recognition</li> <li>• Monetary awards Under development by SOK</li> <li>• Provide recognition when an employee:  Has achieved a critical objective and/or has made significant progress toward achieving a complex or long-term critical objective. Or, when an employee effectively demonstrates specific competencies.</li> <li>• Recognition reinforces and rewards successful past performance and encourages continued successful performance in the future.</li> </ul>
<p>S.M.A.R.T. performance objectives have been defined and employee understands tracking method.</p>	<p>Employee has been informed of feedback/ review sessions. Data has been collected and coaching/feedback sessions have been conducted.</p>	<p>Mid year and annual review sessions have been conducted ... the stage has been set for the next performance cycle. Form sent to HR.</p>	<p>Recognition/Reward has been given in a timely manner.</p>