PERFORMANCE MANAGEMENT TOOLKIT

PROCESSES AND TOOLS FOR MANAGING PERFORMANCE

PURPOSE
This document describes how colleagues and leaders at Trinity Health work together to manage, evaluate and acknowledge performance, enabling colleagues to do their best work. Here you will find overview of guidelines, tools and resources available to support you in this important aspect of colleague engagement.
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Trinity Health Performance Management Philosophy

Providing a consistent, standardized, performance management process for all colleagues, with ongoing feedback throughout the performance year, will allow managers to more accurately and authentically evaluate and acknowledge colleague performance. This philosophy will also allow us to have a work environment where colleagues experience consistency and predictability.

To facilitate such an environment within the framework of the performance management philosophy, Trinity Health is committed to a performance management process that:

- Has standard ratings
- Has consistent forms
- Has a consistent performance review time period
- Allows for continuous, performance feedback and encouragement

Outcomes of Performance Management

Ultimately, we are trying to...

- Encourage desired behavior
- Identify areas for improvement
- we want to emulate
- Improve performance over time
- Cultivate highly engaged colleagues
PERFORMANCE MANAGEMENT PROCESS

Performance Management work aligns with other people-related work, including Growth Strategy & Innovation, Finance & Budgeting, Talent Management, Culture & Change, etc. The major bodies of Performance Management work are represented below. This guide explains how to conduct each of these tasks, what the outputs are, and what types of tools can be used for this work.
Eligibility

Entering Goals
All full-time, part-time and contingent colleagues and employed physicians of Trinity Health are eligible to enter goals in Workday.

Mid-Year Review
All full-time, part-time and contingent colleagues that have been with the organization for 3 months or more are eligible for a mid-year review in Workday.

Annual Review
All full-time, part-time and contingent colleagues that have been with the organization for 3 months or more are eligible for an annual review in Workday. Note: If merit is associated with the annual review, HR will need to confer with Compensation to determine the pro-rated merit amount for colleagues that receive a review and have not been with the organization for the entire performance year.

Introductory Review
All full-time, part-time and contingent colleagues are eligible for an introductory review. The introductory review period is based on the RHM’s probationary period policy and differs throughout Trinity Health. For this reason, introductory reviews in Workday are optional. Please consult with your local HR for guidance on how introductory reviews are conducted at your location.

Note: Non-employee, contractors, temporary staff, union colleagues and employed physicians currently do not conduct Mid-Year or Annual Reviews in Workday and should consult with local Human Resources to determine if they should complete performance management in Workday or by some other method.
Goal Cascade / Alignment

July 1 – September 1

All eligible colleagues should participate in goal setting as it is the basis for understanding what you were hired to do in relation to helping the organization achieve its strategic goals. Managers need to have a conversation with direct reports to discuss goal cascade/alignment with the department and system goals to ensure the colleague is creating SMART Goals that are relative to the department, Ministries Priority Strategic Aims and Trinity Health’s Priority Strategic Aims.

Trinity Health recommends at least one goal, up to a maximum of five goals. Any more than five goals dilutes the importance of each, making the goals less meaningful and difficult to properly evaluate.

- Cascade goal(s) (if applicable): HR Partner, Talent Manager and/or Manager add organization/Ministry goals for colleagues
- Manager meets with Colleague to discuss goals:
  - Department/Ministry goals and Strategic Aims
  - Individual goals to add
  - Cascaded goals to keep/delete
  - Weighting of each goal
  - Due date for each goal
  - Milestone(s) for each goal (if applicable)
- Colleague adds goals to Workday
- Manager reviews goals in Workday
  - Cascaded goals will not be forwarded for approval
  - Manager may edit/add/delete goals

Tools and training resources to help with creating SMART Goals and incorporating performance excellence or innovation may be found through the following links:

- Setting and Entering Goals (video)
- Setting and Entering Goals Slide Deck (PowerPoint training session)
- Setting Goals (pdf job aid for all colleagues)
- Review A Direct Report's Goals (short video aid for managers)
- Cascading Goals (pdf job aid for managers)
- How to Set and Develop Performance Goals (pdf PowerPoint for managers)
Check-In #1

November 1 – December 15

A 15-30 minute check-in on goal progress ensures the colleague is receiving regular, continuous feedback and encouragement. It is recommended that each colleague have at least two (2) check-ins per annual evaluation year. There are no documentation requirements for check-ins. It is the responsibility of the manager to initiate these check-ins with each colleague.

- Manager meets with Colleague to review progress against goals
- No actions required in Workday; however, Colleague can add/edit milestones for goals at any time
- Refer to the Performance Management Conversation Guide on the Workday Help site under Manager/Executive training under the performance management section for suggestions on conducting a check-in conversation
Mid-Year Review

January 1 – February 28

Note: Currently Mid-Year Reviews have not been conducted in Workday. This toolkit will be updated once more information on the status of mid-year reviews is finalized for the organization.

This process begins with the colleague completing a self-evaluation to update progress on goals and overall performance. The manager reviews goal progress and helps with any obstacles to goal achievement, and assesses whether the goal is still relevant. Comments are required in all areas of the Mid-Year Review steps in Workday. Manager and colleague conduct a meeting to come to a common understanding and make changes to goals accordingly. This meeting should be no more than 30 minutes in length.

Here are the Workday steps for this process:

- Complete mid-year review, including status update and comments on all goals and role-specific accountabilities of the job description
  - Colleague completes self-evaluation
  - Manager performs review (Do not submit until after review meeting with colleague)
- Manager meets with Colleague to review progress against goals
  - Pull up/print goals for review
  - Discuss adding/deleting goals if necessary (e.g., role changed)
- Manager submits mid-year review

Note: For technical issues with performance management in Workday, please contact your local Tier 1 support. It may be necessary to submit a ServiceNow ticket to troubleshoot the issue.
Check-In #2

March 1 – April 15

A 15-30 minute check-in on goal progress ensures the colleague is receiving regular, continuous feedback and encouragement. It is recommended that each colleague have at least two (2) check-ins per annual evaluation year. There are no documentation requirements for check-ins. It is the responsibility of the manager to initiate these check-ins with each colleague.

- Manager meets with Colleague to review progress against goals
- No actions required in Workday; however, Colleague can add/edit milestones for goals at any time
- Refer to the Performance Management Conversation Guide on the Workday Help site under Manager/Executive training under the performance management section for suggestions on conducting a check-in conversation
Self-Evaluation

June 1 – June 30

The self-evaluation is the first step in the annual performance review process. It provides a way for colleagues to give input into their evaluation. It is the colleague’s responsibility to complete it. Colleagues comment on goal achievement throughout the year and any other important points they want considered for the performance evaluation. Colleague sends self-assessment to their manager. Additional feedback from other colleagues or managers is optional.

*Note that Self-Evaluation is optional, however before a colleague skips this step, they should speak with their manager to determine if they should complete or skip the self-evaluation task.*

- Manager and colleague discuss feedback reviewers *(optional)* for Get Feedback option in Workday
- Colleague (in Workday):
  - Complete self-evaluation, including reporting on goals, demonstration of core values and performance of job duties
  - Submit request(s) for Get Feedback *(optional)* as directed by Manager

Tools and resources may be found through the following links:

- [Self-Evaluation Review](#) *(pdf job aid for all colleagues)*
- [Get Feedback Request](#) *(pdf job aid for all colleagues)*

*Note:* For technical issues with performance management in Workday, please contact your local Tier 1 support. It may be necessary to submit a ServiceNow ticket to troubleshoot the issue.
Annual Performance Review

July 1 – September 1

The annual performance review is the time for colleagues and managers to meet and discuss the final outcomes of annual goals and overall performance. In addition, this review provides a historical record of performance.

Open dialogue is critical when discussing performance. Where practical, face-to-face conversations are best. During the annual review process, leaders collaborate with their colleagues to celebrate successes, identify areas for improvement, and encourage colleagues to embrace higher standards. This is also an opportunity for colleagues to communicate their needs as far as resources, development and support. The review process should be a positive learning experience with growth and development as the main objective.

Here are the Workday steps for this process:

- Manager (in Workday):
  - Review Get Feedback request(s) and approve or click cancel to bypass the colleague Get Feedback (once approved, request is forwarded to feedback provider)
  - Additional Manager Review. This is used if a colleague has an additional job, has transferred to another manager in the performance year and the current manager wants the prior manager to weigh in on the colleague’s performance *(optional)*
  - Complete Manager review, including review of feedback and ratings on goals, demonstration of core values and performance of job duties *(Do not submit until after review meeting with colleague)*
- Manager and Colleague meet one-on-one to discuss annual performance, feedback and final rating
- Manager completes review in Workday and submits
- If colleague rating is Does Not Meet, review will route to HR Partner/Colleague Relations Partner for review and signoff
- Colleague acknowledges review in Workday with or without comments
- Manager acknowledges/finalizes review in Workday with or without comments

**Note:** For technical issues with performance management in Workday, please contact your local Tier 1 support. It may be necessary to submit a Service Now ticket to troubleshoot the issue.
Weighting and Ratings

A colleague’s final rating is determined based on three areas (described below). At the end of the annual performance review (in Manager Review step), Workday automatically tallies the final rating on a 4-point scale (4 is the highest rating).

Goals
Personal and cascaded goals are weighted individually. The weighting for all goals must total 100. The ratings the manager gives for each goal during the annual performance review determines the final rating for this section. Overall, the Goals section of the review is 20% of the final rating for staff, 35% for Leaders and 45% for executives.

Core Values
Colleagues are expected to demonstrate the Core Values in their everyday work and behavior (see Core Values on the right). The ratings the manager gives for each Core Value during the annual performance review determines the final rating for this section. The Core Values section of the review is 30% of the final rating.

Role-Specific Accountabilities of the Job Description
The rating the manager gives for performing role-specific accountabilities during the annual performance review is the final rating for this section. The Role-Specific Accountabilities section of the review is 50% of the final rating for staff, 35% for Leaders and 25% for Executives.

Tools and resources for the annual evaluation may be found through the following links:

- Manager and Performance Support Manager Annual Performance Review (pdf job aid for managers)
- Additional Manager Evaluation (pdf job aid for managers)
- Forms and Weightings (pdf for all colleagues to understand the forms and weight for each section of the performance review)
Colleague Feedback

Continuous throughout performance year

Feedback can be requested by the colleague during the performance evaluation period. Managers and HR can request feedback on a colleague’s performance any time throughout the year. Performance feedback can be formal, such as a patient comment card, or informal, such as someone telling you a story about something that happened earlier that day. Other colleagues, managers, leaders, peers or team members may provide feedback. Colleague/Client feedback on performance is different than 360 feedback which is confidential and used for development. Colleague/Client feedback is anonymous. The manager may be share and choose to incorporate relevant feedback into the colleague’s performance evaluation if applicable.

Tools and resources may be found through the following links:

- Giving Feedback (pdf job aid for colleagues)
- Approve Feedback Requests (pdf job aid for managers)
- Review Feedback (pdf job aid for managers to review feedback received on a direct report)
# ROLES AND RESPONSIBILITIES

Performance Management is a joint responsibility between a colleague and his/her manager. Additionally, other resources may be asked to provide input into performance evaluations. The Human Resources Talent Management team provides tools and processes to manage this work effectively and efficiently. Here are some specific responsibilities for those involved in Performance Management work.

## RESPONSIBILITIES

<table>
<thead>
<tr>
<th>COLLEAGUE</th>
<th>MANAGER</th>
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</thead>
<tbody>
<tr>
<td><strong>Colleagues should:</strong></td>
<td><strong>Managers should:</strong></td>
</tr>
<tr>
<td>• Take responsibility for individual performance</td>
<td>• Collaborate with colleagues to establish annual performance goals and approve in Workday</td>
</tr>
<tr>
<td>• Collaborate with manager to establish annual performance goals and enter into Workday</td>
<td>• Ensure colleagues have resources necessary to achieve established goals</td>
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<tr>
<td>• Work to achieve established goals</td>
<td>• Hold at least two check-in meetings with colleagues individually every performance year</td>
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<tr>
<td>• Provide feedback to managers regarding goal achievement during mid-year review, check-ins and as requested</td>
<td>• Complete a mid-year evaluation for each colleague and hold meeting to discuss</td>
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<tr>
<td>• Discuss feedback providers with manager and request feedback (optional)</td>
<td>• Approve Get Feedback request from colleague</td>
</tr>
<tr>
<td>• Discuss progress with manager during check-ins, mid-year and annual performance reviews</td>
<td>• Request additional manager review for colleague (optional)</td>
</tr>
<tr>
<td>• Complete the self-evaluation process for mid-year and annual reviews in Workday</td>
<td>• Complete introductory evaluations for new colleagues according to ministry policy</td>
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<tr>
<td>• Provide feedback to manager regarding additional resources or development needed to be successful</td>
<td>• Provide ongoing and ad hoc performance feedback to colleagues</td>
</tr>
<tr>
<td>• Provide feedback on other colleagues, as requested</td>
<td>• Ensure process steps are completed timely</td>
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Performance Management Conversation Guide located on the Workday Help site under Manager/Exec training, performance management
### RESPONSIBILITIES

#### ADDITIONAL MANAGER

The role of “Additional Manager” is optional, and used:
- When the colleague was under the direction of a different manager sometime during the performance year and the current manager wants the prior manager to weigh in on the colleague’s performance
- When a colleague holds an additional job and the primary manager wants the additional manager to weigh in on the colleague’s performance
- To give a complete picture of a colleague’s performance over the year

[Additional Manager Evaluation](http://example.com) (pdf job aid for managers)

#### PERFORMANCE SUPPORT MANAGER

The role of “Performance Support Manager” is an optional security role that:
- May be used departments where managers have a large span of control across multiple shifts
- Should be assigned to someone who leads or guides the day to day work of other colleagues on the team but does not have any formal direct reports, such as shift supervisor, coordinator, team lead or similar roles
- Should be assigned to a credible, trustworthy person who is able to provide constructive and objective performance feedback

[Manager and Performance Support Manager Complete Annual Review](http://example.com) (pdf job aid for managers and performance support manager)

#### SYSTEM HUMAN RESOURCES

Trinity Health Talent Management Team:
- Manages the overall Performance Management process to be followed across Trinity Health
- Follows standard processes
- Contributes ideas for improvement to the master process
- Provides leaders and Human Resources at Ministries with tools and support to effectively engage with the process

#### LOCAL HUMAN RESOURCES

Local Human Resources Teams should:
- Follow standard processes
- Provide leaders with tools and support to effectively engage with the process
- Review annual performance ratings/reviews for colleagues who receive “Does not meet” performance rating

#### OTHER LEADERS

The Executive Leadership Team should:
- Actively engage in the performance management process for their colleagues
- Encourage local ministry to complete annual performance process in a timely manner
INTRODUCTORY PERFORMANCE REVIEW

Introductory performance reviews are an important “check-point” on a new hire’s progress in a particular position. They provide an opportunity to receive feedback on initial performance and a chance to make changes early if necessary. Trinity Health’s Introductory Performance Review contains the following performance areas:

- Role Specific Accountabilities of the Job Description
- Core Values
- Quality of Work
- Timeliness & Responsiveness
- Attendance & Punctuality
- Overall Performance

Please refer to your Ministry’s policy for timing of Introductory Reviews. Also note, RHMs may choose to conduct introductory reviews outside of Workday, as it is an optional task in Workday.

Tools and resources may be found through the following links:

Introductory Review (pdf Job aid for managers)

Introductory Review (pdf Job aid for colleagues)

Note: For technical issues with performance management in Workday, please contact your local Tier 1 support. It may be necessary to submit a ServiceNow ticket to troubleshoot the issue.