

## EXAMPLES

### Performance Management Process



Unsatisfactory	Needs Improvement	Met/Exceeded Expectations	Exceptional								
Performance was below expectations in essential areas of responsibility, with key goals and objectives missed. Contribution was typically below that of peers or incumbents in comparable positions.	Performance sometimes met, but did not consistently meet, position expectations. One (or more) of the most critical annual objectives was not met. Incumbent typically needs further coaching and development to fully meet position expectations.	Performance consistently met or exceeded Yale's high standards and expectations. All critical annual goals were achieved. Incumbent widely recognized as a strong and valued contributor.	Performance noticeably exceeded expectations and made a unique contribution to the achievement of University, School, or Departmental objectives. This rating is awarded to under 20% of Yale incumbents and is typically reserved for the top performer(s) for the year.								
Overall Performance for the Year Include how results were achieved (i.e., Leadership, Teamwork, Organizational Progress, etc.)			Rating								
<ul style="list-style-type: none"> <li>Chris had a phenomenal year creating and developing a new work unit dedicated to meeting the University's long-term donor development goals. She far exceeded expectations by assembling a new team of 6 stellar performers in only a 3-month timeframe, despite a tight labor market. Chris went above and beyond by tapping into her own network of contacts to recruit the best and the brightest talent available. She was able to hire staff within budget due to her keen negotiation skills and strong teamwork with the Staffing Department. Due to the effort of Chris and her team, the University has realized a 20% increase in alumni donations.</li> <li>During this time, she acquired two units that previously, had little contact with one another. Through improved efficiencies, eliminating duplication of effort and other cost containment initiatives, she reduced the number of full-time employees by 25%. This was achieved without layoff or firing, but through normal attrition and developmental coaching to help the individuals find other more suitable opportunities within the Yale community. Her department's efforts for the year have resulted in a cost savings of more than 15% of budget.</li> <li>Additionally, Chris launched a new alumni donor satisfaction program, entirely at her initiative. Employee and alumni donor satisfaction were measured prior to launch of the new program. At the end of 10 months, employee and alumni donor satisfaction were measured again and both employee and alumni satisfaction have seen a statistically significant increase of more than 10%.</li> <li>Despite an especially challenging year, Chris achieved all she did through the use of her exceptionally strong leadership, partnership and teamwork skills. She was never shy about "getting her hands dirty" and joining the rest of the department in the most menial of jobs if it meant accomplishing the task. While knowing it was necessary to reduce headcount due to inefficiencies and duplication of effort within the unit, Chris's commitment to her employees and Yale was evident in the time she personally spent having developmental discussions with each affected employee and trying to determine which available positions would be most beneficial for the individual and Yale. In order to achieve her goal of increased alumni donations, it was necessary to enlist the help of a wide-variety of individuals from across the University. Without the true partnership that Chris has always demonstrated (e.g. offering assistance before requested, always asking what she could do to help) her accomplishments would have been much more difficult to achieve.</li> </ul>											
Key Accountabilities & Goals	Mid-Cycle Status	Year-End Results	Rating								
For Supervisors of M&P staff: <ul style="list-style-type: none"> <li>M&amp;P staff have documented goals</li> <li>M&amp;P staff have performance reviews</li> <li>Goal development and performance reviews for M&amp;P staff is meaningful</li> </ul>	<ul style="list-style-type: none"> <li>On-track for successful completion of goal.</li> </ul>	<ul style="list-style-type: none"> <li>100% of department staff had written goals within the first 30 days of the calendar year, a mid-year development discussion and progress check on goals and a thorough and thoughtful year-end written performance review and discussion.</li> </ul>	<table border="1"> <tr> <td>X</td><td>Exceptional</td></tr> <tr> <td></td><td>Met/Exceeded Expectations</td></tr> <tr> <td></td><td>Needs Improvement</td></tr> <tr> <td></td><td>Unsatisfactory</td></tr> </table>	X	Exceptional		Met/Exceeded Expectations		Needs Improvement		Unsatisfactory
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Overall Performance for the Year Include how results were achieved (i.e., Leadership, Teamwork, Organizational Progress, etc.)			Rating
<ul style="list-style-type: none"> <li>Chris had an outstanding year creating and developing a work unit dedicated to meeting the University's long-term donor development goals. She exceeded expectations by assembling a new team in only a 4-month timeframe, consisting of 6 team members, three of which appear to be excellent performers. Chris went above and beyond by tapping into her own network of contacts to recruit this staff. Due to the creation of this new team and their efforts, the University has realized a 15% increase in alumni donations.</li> <li>During this time, Chris acquired two units that previously had little contact with one another. Through improved efficiencies, eliminating duplication of effort and other cost containment initiatives, she reduced the number of full-time employees by 10%. This was achieved with no layoff or termination, but through normal attrition, as well as developmental coaching to help the individuals find other more suitable opportunities within the Yale community. Her department's efforts for the year have resulted in a cost savings of more than 10% of budget.</li> <li>Additionally, Chris was asked to launch a new alumni donor satisfaction program this year. Although the program started later than planned, she has been able to measure initial donor satisfaction. A 10% increase in satisfaction has been established and will be measured again 10 months after the roll-out of the program.</li> <li>Despite an especially challenging year, Chris achieved all she did through the use of her strong leadership, partnership and interpersonal skills. She leveraged her appreciation for the value diversity brings by assembling a new team representing a wide variety of ethnicity and other demographic variables. Though knowing it was necessary to eliminate jobs that produced redundant work, Chris's commitment to her employees and Yale was evident in the time she personally spent having development discussions with her staff to determine where their career interests were and where they might best fit at Yale.</li> </ul>			Exceptional
<p>For Supervisors of M&amp;P staff:</p> <ul style="list-style-type: none"> <li>M&amp;P staff have documented goals</li> <li>M&amp;P staff have performance reviews</li> <li>Goal development and performance reviews for M&amp;P staff is meaningful</li> </ul>			X Met/Exceeded Expectations
<ul style="list-style-type: none"> <li>Largely on-track for successful completion of goal.</li> </ul>			Needs Improvement
<ul style="list-style-type: none"> <li>85% of department M&amp;P staff had written goals within the first 60 days of the fiscal year, a mid-year development discussion and progress check on goals and a thorough and thoughtful year-end written performance review and discussion.</li> </ul>			Unsatisfactory
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Overall Performance for the Year Include how results were achieved (i.e., Leadership, Teamwork, Organizational Progress, etc.)			Rating
<ul style="list-style-type: none"> <li>Chris's performance has been inconsistent over the past year. Some of her objectives have been met, but not in key areas. She has required ongoing oversight and coaching to accomplish her goals. Improvement plan creation and monitoring is required.</li> <li>While assembling her new team, Chris frequently missed interviews with candidates and did not involve others in the hiring process, even when requested. Her new team has resulted in a 3% increase in alumni donations, far short of the 10% goal.</li> </ul> <p>During this time, Chris also acquired two units that previously had little contact with one another. Despite much process improvement training and coaching, she was unable to improve efficiencies, eliminate duplication of efforts or otherwise identify any significant cost savings initiatives. Additionally, she has really struggled with building a "team" and has allowed a "we" versus "they" mentality to persist in the group. This is evidenced by an inability for the previously separated groups to work effectively together as one cohesive unit.</p> <ul style="list-style-type: none"> <li>A final proposal for the new alumni donor satisfaction program has yet to be submitted, though much work has been done and feedback provided.</li> <li>Chris had a challenging year during which her interpersonal skills were tested. Her inability to create a "team" is evidenced by the fact that the two units she acquired, still operate in silos. However, whenever personally asked for assistance by peers, she is always ready to help. Chris's team appears to be very loyal to her and she appears to have excellent rapport with them. Her overly-friendly manner, however, may get in the way of holding staff accountable in meeting their goals.</li> </ul>			Exceptional
			Met/Exceeded Expectations
			X Needs Improvement
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Overall Performance for the Year Include how results were achieved (i.e., Leadership, Teamwork, Organizational Progress, etc.)			Rating
<ul style="list-style-type: none"> <li>Chris's performance this year has been unacceptable and performance problems remain.</li> <li>She was unable to fully staff a new team dedicated to development goals. The staff that was in place, significantly underperformed and actually experienced a decrease of 10% from the previous year's University donations.</li> <li>During this time, Chris also acquired two units that previously had little contact with one another. Despite much process improvement training and coaching, she was unable to improve efficiencies, eliminate duplication of efforts or otherwise identify any significant cost savings initiatives.</li> <li>Additionally, Chris still has failed to roll-out a new alumni donor satisfaction program, as planned.</li> <li>Chris had a very challenging year during which demonstration of stronger interpersonal skills, especially in the areas of leadership, communication and appreciation of diversity would have been extremely helpful. In her recruitment of a new team, Chris overlooked several excellent new hires due to perceived differences in race or other demographic backgrounds. Her negative attitude and inflexibility were quite visible and disruptive to the work environment and contributed to lack of goal attainment. She was unwilling to roll-up-her sleeves and pitch in when her direct reports clearly needed her assistance. Having had better relationships formed with others outside of her department would have gone a long way in obtaining their cooperation in assisting with her customer service and recruiting initiatives. She does not possess the interpersonal skill, competencies or values necessary for mid-level management.</li> </ul>			Exceptional
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