

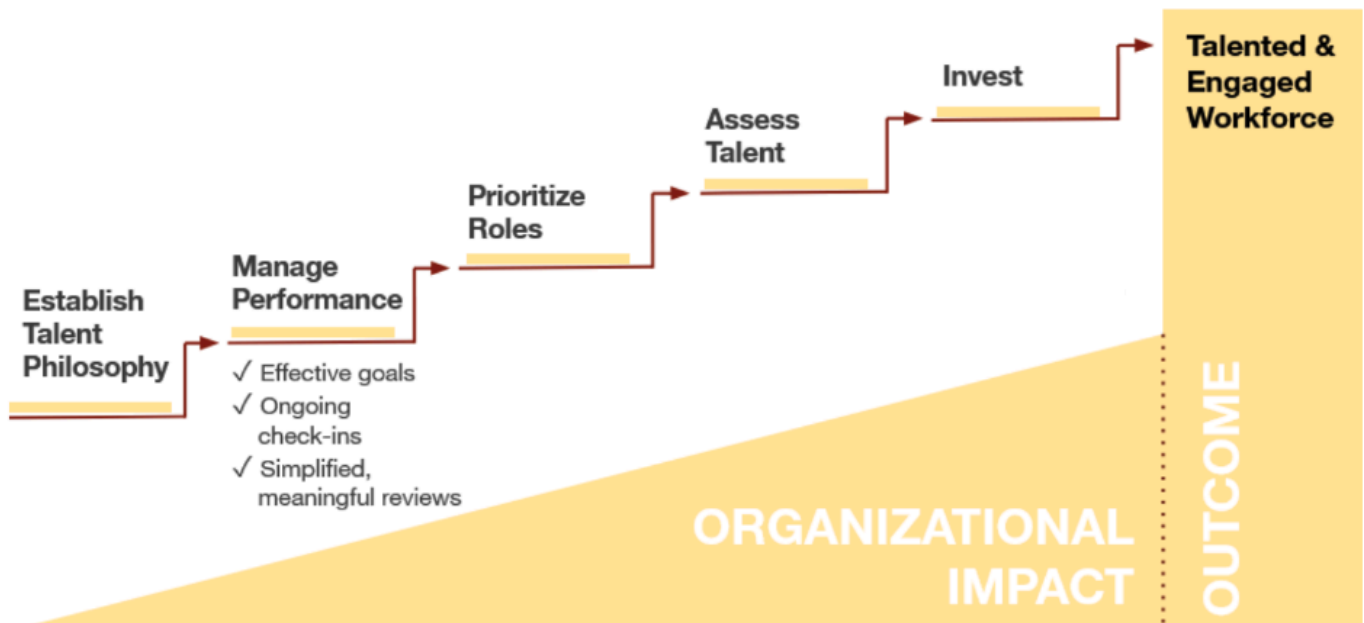
Performance Management Communications and Training Plan

University Talent Management Roadmap

The University Talent Management Roadmap is a framework that shows the six unique stages of talent management that contribute to high organizational impact and a talented and engaged workforce.

1. Establish Talent Philosophy
- 2. Manage Performance**
3. Prioritize Roles
4. Assess Talent
5. Invest
6. Talents & Engaged Workforce

In the second stage of the roadmap, Manage Performance, we will focus on setting effective goals, establishing ongoing check-ins and setting simplified, meaningful reviews.



College benefits

- Practices are aligned to advance key priorities, including equity, diversity, and inclusion.
- Supervisory skills advance to effectively engage and manage employee performance.
- Bench strength increases and existing talent/strengths are utilized more effectively.

Timeline

This process contains a series of locally led workshops. Like the Supervisory Development Facilitated Course and Self-Paced Certificate, these workshops create important opportunities for discussion and practice and are an opportunity to check for understanding, all of which are important elements of learning and development.

Step 1: Prepare with Senior Leadership

Role	Responsibility
TM & HR Consultation	Assess employee and supervisor performance management needs for the coming year, considering strategic priorities and employee engagement opportunities. Request your unit's Talent Management Index, a subset of talent management-related engagement survey items, from ltd@umn.edu . Build plan to include communications, workshops and resources, acclimating new supervisors, promote supervisory development program.
Senior Leadership & HR Endorsement	(as needed) Share plan with senior leaders to provide overview, garner leadership support, etc.
Communication Audience: all employees (Civil Service, labor represented, P&A)	Communication about expectations of the coming year, aspects of the process (existing and new), and workshops available. Also, see the email templates for initial implementation or practice enhancement adoption .
Kick-off Purpose: initial implementation and practice enhancements	Senior leadership and HR provided info session for any new practices and processes.

Step 2: Guide staff through the annual performance cycle

Sequence of Events	Resources
Employees and supervisors create goals.	Invite template for Setting Effective Goals (60 min) workshop Audience: employees and supervisors Information and strategies for setting goals effectively, including opportunities to practice. System-generated prompt to enter goals Audience: employees and supervisors Supervisors calibrate employee goals. Email instructions from HR Leads Audience: supervisors

Sequence of Events	Resources
Employees and supervisors conduct ongoing check-ins and adjust goals as needed.	Invite template for Conducting Ongoing Check-ins (60 min) workshop Audience: supervisors - Information and strategies to effectively conduct on-going check-in and strategies to provide feedback. System-generated prompts for ongoing check-ins Audience: employees and supervisors Invite template for (optional) Navigating Difficult Performance Conversations workshop (60-90 min) Audience: supervisors - Scenario based workshop to focus on strategies to use when giving difficult feedback.
Close out performance cycle.	Email template for performance evaluation process and deadlines. Employees provide input and submit to supervisors Invite template for (optional) Assessing Your Performance (60 min) workshop Audience: employees - Information and strategies to successfully provide input to the performance evaluation, including roles and responsibilities, timeline/due dates. System-generated prompt for employee input Audience: employees Supervisors write performance evaluations Invite template to Evaluating Performance (60 min) workshop Audience: Supervisors - Information and strategies to successfully write and deliver a meaningful performance evaluation, including roles and responsibilities, discussion about ratings and timeline/due dates. System-generated prompt for supervisor evaluation Audience: supervisors Supervisors participate in performance calibration. It is helpful to phase this in over the course of two years. Invite template to Calibrating Performance Evaluations (60-90min) workshop Audience: supervisors - Information about the process and intent of calibration; a method for reducing bias and increasing accuracy and consistency of evaluation criteria.

Sequence of Events	Resources
	Also, see the email template for creating transparency around calibration and the Facilitator's Guide to Conducting Calibration. Supervisors and employees meet to discuss the performance evaluation. System-generated prompt for evaluation discussion Audience: supervisors Employees sign performance evaluations.

Supervisor onboarding guidance

- Bring new supervisors up to speed on these practices by completing the [New Supervisor Orientation](#).
- Encourage supervisor participation in the University's [Supervisory Development Program](#).

Additional tools and resources

- [UMN's performance management practices](#)
- [Supervisory Development Programs](#) and [content library](#)
- [Talent Management Toolkit](#) for HR professionals
- Performance Appraisal Tool [website](#) and [administrator's guide](#)