

## Classified Performance Management Training Job Aid

Performance Management is a continuous process of communication between a manager and direct report, that:

- Aligns daily work to short- and long-term strategies
- Allows for ongoing feedback
- Clarifies overall employee expectations
- Aligns/Reinforces behavioral expectations
- Links to year-end goal achievement
- Supports employee engagement, growth, and development

When done well, it informs:

- Succession planning, promotion, and tenure
- Learning & development needs
- Retention plan
- Hiring plan

### **New Competency for Mines - Collaboration/Teamwork**

The degree to which the employee promotes cooperation and commitment within a team to achieve goals and deliverables. The employee encourages team unity through sharing information or expertise, working together to solve problems, and putting team success first. Ensures joint ownership of goal setting, commitments, and celebrating team accomplishments.

### **Goals**

Goals, also known as Individual Performance Measures (IPMs)/Performance Objectives at Mines, are a critical building block of the performance management process. Setting clear, objective goals at the beginning of the year, and at the start of a new role, creates clarity for each employee and each manager, around what makes them successful.

The SMART method is a commonly used approach to help create objective goals for every team member. *Keep in mind that goals can and should be revisited throughout the performance management cycle.*



Questions to Consider for the SMART Method	
<p><b>Specific</b> Make your goals clear and specific.</p>	<ul style="list-style-type: none"> <li>• What is it exactly we want to accomplish here? (Use action words, organize, develop, build)</li> <li>• Who is involved?</li> <li>• What do the stakeholders expect?</li> <li>• Which specific activities need to be accomplished?</li> </ul>
<p><b>Measurable</b> Define what evidence will prove you're making progress and reevaluate when necessary.</p>	<ul style="list-style-type: none"> <li>• How will you know when the objective has been achieved?</li> <li>• What numeric or descriptive indicators will you look for to measure success and progress?</li> <li>• Is data readily available to measure success and progress?</li> </ul>
<p><b>Attainable</b> Make sure you can reasonably accomplish your goal and have the appropriate resources to do so.</p>	<ul style="list-style-type: none"> <li>• Do we have financial capacity to support this goal?</li> <li>• Do the assigned people have sufficient ability, skills, and time to carry this out?</li> <li>• What other types of resources are needed? (People, technology, training, space, equipment)</li> </ul>
<p><b>Relevant</b> Your goals should be relevant to your role and align with Mines strategies.</p>	<ul style="list-style-type: none"> <li>• Why are the above efforts worthwhile?</li> <li>• Is timing and required effort appropriate compared to other priorities??</li> <li>• How does this goal align with broader efforts or needs?</li> </ul>
<p><b>Time-Bound</b> Set a realistic end date for prioritization and accountability.</p>	<ul style="list-style-type: none"> <li>• What is the deadline?</li> <li>• When will we undertake certain activities to get started?</li> <li>• When can we expect to see short term outcomes?</li> </ul>

### Mines Goal/IPM Examples

For an example of how to apply the SMART model, refer to the **SMART IPM Goal Example** document on the HR Performance Management site [here](#), under **Classified Staff**.

### 90 Day Check-in

This is an opportunity for the supervisor and employee to discuss progress, address where the employee needs additional support, and review if goals need updating. This conversation sets the stage for open dialogue. As supervisors, we want to ensure a great onboarding experience by investing time with our employees to create engagement.

### Additional Resources

HR Performance Management site [here](#), click **Classified Staff**:

Additional resources from the State can be found <https://dhr.colorado.gov/state-hr-professionals/performance-management>

If you have specific questions regarding an individual employee concern, please reach out to your **Human Resources Advisor** listed [here](#).