



# Performance, Accountability and Feedback

DAS – Chief Human Resources Office

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# Phase 1 & 2 Managers

Manager's Who Supervise Management Service & Unrepresented Employees

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- Approximately 1,500 managers were in-scope for Phase 1 and 2.
- Phase 1 Managers:
  - Managers who manage subordinate managers.
  - Came into scope in January 2020.
  - Are in their second year of conducting check-ins.
- Phase 2 Managers:
  - Managers who manage unrepresented employees.
  - Came into scope in January 2021.
  - Completed their first check-ins July 31, 2021.

# Phase 3 Managers

Manager's Who Supervise Represented Staff

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- Approximately 2,000 new managers came into scope for Phase 3.
- Phase 3 are managers who manage represented employees.
- Phase 3 managers came into scope in September 2021.
- Managers in Phase 1 or 2 who have represented employees will start doing check-ins with those employees.
- This is the final phase of the project.

# Phase 3 Managers | Training Timeline

Manager's Who Supervise Represented Staff

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REQUIRED TRAINING	DUE DATE
<b>Complete Module 1   (online – 30 minutes)</b> Overview of Performance Accountability & Feedback	October 31, 2021
<b>Complete Module 2   (online – 30 minutes)</b> Planning Phase online course	October 31, 2021
<b>Complete Module 3   (online – 30 minutes)</b> Monitoring & Quarterly Performance Feedback Phase online course	October 31, 2021
<b>Attend one of the PAF virtual classroom sessions</b> All three online modules must be completed before you can attend a virtual classroom session.	January 4 – March 31, 2022

# Phase 3 Managers | Planning Check-in Timeline

Manager's Who Supervise Represented Staff

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PLANNING TASKS	DUE DATE
Review and update each employee's position description as needed.	December 1, 2021
Create yearly performance expectations and goals for each employee.	December 1, 2021
Document the performance expectations and goals in Workday.	December 1, 2021
Discuss yearly performance expectations and goals with each employee	December 31, 2021

# Phase 3 Managers | First Quarter Timeline

Manager's Who Supervise Represented Staff

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QUARTERLY TASKS	DUE DATE
Monitor quarter one performance.	January 1 – March 31, 2022
Conduct first check-in meeting with each employee.	Anytime in April 2022
Document first check-in meeting with each employee in Workday.	No later than April 30, 2022

# Resources for Managers

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## **Training**

- The three online modules cover each phase of the Performance Accountability and Feedback Cycle (Planning, Monitoring, and Quarterly Feedback).
- The virtual classroom session is where managers apply the feedback and coaching skills they learned in the online modules using real workplace scenarios.
- Online modules and job aids for using the check-in and goals features in Workday.

## **Additional Resources**

- Checklist for what to do for each quarter of the 12-month feedback cycle.
- Resources for writing performance expectations and goals and how to give feedback and coach employees.
- Reports:
  - HCM Check-ins Overall: This report will show all the check-ins that were completed previously for their employees.
  - CHRO WFD | Performance, Accountability & Feedback (All Phases) (New Version) - Manager View: This report will show the managers progress for the required trainings and the employees they need to do check-ins with.