

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### WHY QUARTERLY CHECK-INS

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The Performance, Accountability, and Feedback (PAF) Quarterly Check-Ins are the statewide performance review process. These check-ins with your manager replace the annual performance review process previously used.

The purpose of these check-ins is to provide performance feedback and discuss performance goals and expectations. They are also a time when you and your manager will talk about your career goals and what professional development opportunities you would like to pursue.

This document covers what you should expect during these quarterly check-ins with your manager and how you can prepare ahead of time to make the most of this time.

Quarterly check-ins are important because they are a structured opportunity for you to receive meaningful feedback, clarify guidance for meeting the expectations of your position, share challenges you are currently facing, and intentionally plan your professional development.

The quarterly check-ins are an essential tool for both you and your manager to ensure your success in your position. During your quarterly check-ins, you should expect to receive feedback on whether you met the expectations as well as constructive feedback on where there might be room for improvement and guidance on how to better meet those expectations.

These quarterly check-ins are also an opportunity for you to share feedback with your manager. You may choose to share:

- What you feel is going well.
- What barriers you may be experiencing in your work.
- What additional supports you may need.
- Progress on any of your development goals.

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### OVERVIEW OF THE PERFORMANCE, ACCOUNTABILITY, AND FEEDBACK PROCESS

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The Performance, Accountability, and Feedback (PAF) model consists of three activities working together over a 12-month cycle.

#### Planning

Your first quarterly check-in, referred to as the "Yearly Planning Check-in," will take place yearly. For new hires (or existing employees moving into new roles), you should receive your Yearly Planning Check-in during the next quarterly check-in month ([review the 12-month check-in cycle based on your position start date](#)).

During the Yearly Planning Check-in, your manager will cover the expectations of your position, set priorities, and discuss goals for the year.

#### Monitoring

During the periods between quarterly check-ins, your manager will observe your work and evaluate your adherence to expectations and any progress you have made toward the goals previously set.

You should expect regular, informal check-ins with your manager to stay in touch on your work and how things are going. How often these occur will depend on your current workload, how the work is progressing, and what support you need. If you are a new employee or in a new role, you should expect more frequent check-ins with your manager during your probationary period to ensure that feedback and performance expectations are being provided during your onboarding and training period. These check-ins may be entered into Workday individually or collectively covered in a quarterly check-in.

Remember to make notes of accomplishments, challenges, and progress on your work and/or projects so you can discuss them with your manager during your check-ins.

#### Quarterly Feedback

The purpose of the "Quarterly Check-ins" is to provide you feedback on your performance based on the goals, priorities, and expectations that have been previously set.

After the initial Yearly Planning Check-in, you will have a Quarterly Check-in with your manager at the end of each quarter.

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

The 12-month feedback cycle is as follows.

| <b>Monitoring &amp; Observing Performance</b>                                | <b>Conduct &amp; Document Check-ins By</b>                                 |
|--|--|
| <i>The manager will monitor and observe performance during these months.</i> | <i>The manager to hold the check-in meetings and document them by.....</i> |
| January – March  | End of April   |
| April – June   | End of July  |
| July – September   | End of October   |
| October – December   | End of January   |

For new hires and employees moving into new roles, you will receive your Yearly Planning Check-in at the end of the quarter in which you start. *For example*, if you start on January 8, your Yearly Planning Check-in will occur in April. Your next Quarterly Check-in will be in July.

This performance review model is cyclical and occurs regularly throughout the year.

Communicating with your manager throughout the 12-month cycle is an important aspect of the feedback process. If you aren't having enough one-on-one meetings with your manager or need additional support or guidance outside of the quarterly check-in meetings, you should request more frequent meetings or schedule something with your manager. The performance process is an active and engaging process - proactively participating will give you the best results.

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### DIFFERENCE BETWEEN EXPECTATIONS & GOALS

It is important to understand the difference between expectations and goals when having a check-in meeting with your manager. Although related, expectations and goals have some key differences.

| EXPECTATIONS   | GOALS   |
|--|---|
| Expectations are <b>requirements</b> for performance that you must do to be successful in your position. Expectations are <b>non-negotiable, immediate, and sustained over time.</b>   | Goals are about developing yourself as an employee, your program, and the agency for future opportunities. Goals are often <b>aspirational</b> and can be <b>negotiable</b> and <b>flexible.</b>  |
| Examples of expectations include: <ul style="list-style-type: none"> <li>• Complete all work assignments within given deadlines. If deadline isn't going to be met, must provide notification in advance to give manager the opportunity to adjust priorities or allocate resources.</li> <li>• Create an inclusive work environment, welcoming others' input, suggestions, and perspectives.</li> <li>• Ensure communication with others is professional and respectful at all times.</li> <li>• Prepare and process reports within two days of receiving them.</li> <li>• Respond to emails within 24 hours, to at a minimum acknowledge receipt of it.</li> <li>• Attend scheduled meetings prepared and be on time.</li> </ul> | Goals may focus on employee growth and are intended to help develop employees for future opportunities.<br><br>Goals may be program or project focused but differ from expectations because an employee can still be successful in their position even if they didn't achieve the goal.<br><br>Examples of goals might include: <ul style="list-style-type: none"> <li>• Job shadowing to learn about duties of higher classification position.</li> <li>• Complete training to earn a certification.</li> <li>• Develop a procedure for...</li> <li>• Complete a project to update the...</li> </ul> |

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### HOW TO PREPARE FOR A CHECK-IN

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Here is information about what you can expect to occur during your quarterly check-ins and how you can best prepare so that you get the most out of these sessions.

#### Preparing for the Yearly Planning Check-in

During the Yearly Planning Check-in, your manager will cover the expectations of your position, set priorities, and discuss goals for the year.

This is your opportunity to discuss:

- Career and/or professional development goals you would like to pursue. Be prepared to discuss your action plan and ways your manager can support you in achieving these goals.
- Accomplishments you have made and feel good about over the last quarter/year.
- Additional support you need to be more effective in your role.
  - Are there areas where you have room to grow or need more training?
  - Are there tools/resources you need that you don't currently have?
  - Do you need assistance sorting through conflicting priorities?
  - Do you need a different type of support from your manager or team?

If you are in a new position, your manager should complete a "Yearly Planning Check-In" with you at the end of the first quarter in which you are hired. You will then have regular quarterly check-ins.

#### Preparing for a Quarterly Check-in

The purpose of these quarterly check-ins is to provide you feedback on your performance based on the goals initially set during the Yearly Planning Check-in. You will meet with your manager to discuss progress on your goals, share any barriers you are facing, recognize your accomplishments, and make adjustments (if necessary) to your priorities and/or goals for the next quarter.

You should also be prepared to share your perspective regarding your performance, what you think is going well and where you feel you could make improvements. Be sure you include successes that you are proud of, barriers that you are facing, and challenges you've encountered.

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

Some prompts to help you prepare:

- What challenging assignment, interaction, etc. do you feel you handled really well? What new skills did you get to practice or what strengths did you depend on to do so?
- How did you show up to support others on your team or externally?
- In what ways are you recognizing improvements in your skills or work product?
- Were there challenges that prevented you from accomplishing what you had hoped?
- Was your manager available when you needed them?
- Do you have the tools and resources to do what is being asked of you?

## DEVELOPMENT PLANNING

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Creating and maintaining a development plan will support your growth and continued success. Here are the five steps to write and implement a development plan.

### **Step 1 – Assess Your Strengths & Areas For Improvement**

Review the enterprise employee competencies. What are your greatest strengths? What are the competency areas you would like to prioritize for development over the next year?

### **Step 2 – Choose Avenues For Development**

For each of the developmental areas, you will need to identify different avenues of development. There are many ways to develop a person's knowledge and skills. Here are some different ways:

- Training/College Courses
- Job Rotation
- Mentoring
- Coaching
- Self-Directed Learning
- Conferences
- Special Task Force/Project
- Degree/Certification Program
- Informational Interviews
- Professional Associations
- Job Shadowing/Site Visits

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### Step 3 – Write SMART Goals

A goal statement formalizes what is to be accomplished, who will be involved, when the activity will be completed, and how much cost and resources will be used.

SMART is an easy-to-remember acronym for how to write complete and useful goal statements. SMART stands for:

#### Specific

The criterion stresses the need for a specific goal rather than a more general one. This means the goal is clear and unambiguous. To make goals specific, they must identify exactly what's expected, why it's important, who's involved, where it's going to happen, and which attributes are important.

A specific goal will usually answer the five 'W' questions:

- What: What do I want to accomplish?
- Why: Specific reasons, purpose, or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location if applicable.
- Which: Identify requirements and constraints.

#### Measurable

The second criterion stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is if a goal is not measurable it is not possible to know whether you are making progress toward successful completion. Measuring progress helps keep you on track so you reach your target dates and ultimately reach your goal. The indicators you develop should be quantifiable. A measurable goal will usually answer questions such as:

- How much?
- How many?
- How will I know when it is accomplished?

#### Attainable

The third criterion stresses the importance of goals that are realistic and also attainable. While an attainable goal may stretch you in order to achieve it, the goal is not extreme. The goals are neither out of reach nor below standard performance since these may be considered meaningless. When you identify goals important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills to reach them. An achievable goal will usually answer the question How? How can the goal be accomplished? How realistic is the goal based on other constraints?

## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### Relevant

The fourth criterion stresses the importance of choosing goals that matter. A goal that supports or is in alignment with other goals would be considered a relevant goal. A relevant goal can answer yes to these questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match your other efforts/needs?
- Is it applicable to what you want to achieve overall?

### Time-bound

The fifth criterion stresses the importance of grounding goals within a timeframe, giving them a target date. A commitment to a deadline helps you focus your efforts on completion of the goal on or before the due date. A time-bound goal is intended to establish a sense of urgency. A time-bound goal will usually answer the question of when. For instance:

- What can I do six months from now?
- What can I do six weeks from now?
- What can I do today?

### Step 4 – Create the Plan

Now that you've completed the first three steps you just need to write the information down on the individual development plan (IDP) in Workday.

IDP's are typically developed once a year. The IDP should include the specific areas to be developed, desired outcomes, developmental activities, and realistic timeframes for completing the activities.

The IDP should include the learning goals or specific performance outcomes to be achieved. Keep in mind the IDP should be viewed as a living document and reviewed periodically to ensure the activities continue to support established goals.

### Step 5 – Implement the Plan

To ensure development takes place, you should establish a system for tracking and measuring progress towards the goals created. This includes identifying how to measure progress, who will measure progress, and how often progress should be measured. When evaluating progress, it is helpful to seek feedback from others about any changes in performance. This will determine if modifications to the development process are needed. Regularly assess your progress to achieving your goals and adjust as appropriate.



## PERFORMANCE ACCOUNTABILITY & FEEDBACK

Quarterly Check-ins | Employee Preparation

### RESOURCES

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There are some additional resources available to you.

#### [Performance Accountability & Feedback Checklist](#)

This document provides information on the process and timelines for when the 12-month cycle begins.

#### [Employee Report on Workday](#)

This document provides information on how to run the report in Workday and the information contained in the report

#### [DAS PAF Resources](#)

DAS webpage with FAQs about the PAF process and other helpful resources.

#### [Enterprise Employee Competencies](#)

This document is a resource to assist employees in understanding, developing, and demonstrating the competencies required for individual and organizational success..