

**MICHIGAN STATE**  
**UNIVERSITY**

College of Agriculture  
and Natural Resources

# CANR Supervisors

ESSENTIALS FOR SUPERVISORS AT MSU –  
PERFORMANCE EXCELLENCE

Prepared by Renee Gagnier, Director  
College of Agriculture and Natural  
Resources  
Human Resources



# Performance Excellence

# Performance Excellence at MSU

- ▶ Performance Excellence is a performance management process designed to meet the needs of the individual and the university.
- ▶ Every employee contributes to the success of MSU's missions.
- ▶ Every employee needs to keep learning.
- ▶ Supervisors and employees have a responsibility to participate and engage in this process.
- ▶ Performance Excellence at MSU is designed to be a collaborative effort between supervisors and support staff employees to increase communication and development throughout the year.

# Performance Excellence Components

- ▶ Performance Planning
- ▶ Continuous Feedback, Coaching and Development
- ▶ Annual Review

# Step 1: Performance Planning

- ▶ Within 30 days of hire, and within 30 days of each annual review (can be done on same day as annual review), meet with your employee to plan their performance/development goals for the coming year.
- ▶ Include unit goals.
- ▶ Include employee goals.
- ▶ Employee professional development interests/opportunities.
- ▶ Performance goals should be set, along with a development plan.
- ▶ Complete the Performance Planning Form.  
[https://hr.msu.edu/ua/performanceexcellence/documents/MSU\\_PP\\_Form.pdf](https://hr.msu.edu/ua/performanceexcellence/documents/MSU_PP_Form.pdf)
  - ▶ Must be signed and dated by supervisor and employee
  - ▶ **Must be sent to MSU Human Resources (annually)**
- ▶ Goal Setting and Development Plan form may be used, but is kept for employee/supervisor reference – do not send to MSU HR.

# Setting Realistic Employee Goals and Expectations

- ▶ Performance goals and objectives should be identified and communicated at the Performance Planning meeting at the beginning of the Performance Excellence cycle, as well as throughout the year with continuous feedback, coaching and development.

Use the Goal Setting and Professional Development Plan form found at:

[https://hr.msu.edu/performanceexcellence/documents/Goal\\_setting\\_and\\_development\\_plan.pdf](https://hr.msu.edu/performanceexcellence/documents/Goal_setting_and_development_plan.pdf)

- ▶ Identify major areas of responsibility.
- ▶ Employee strengths – how to best leverage.
- ▶ Development Plan:
  - ▶ Improve or enhance skills.
  - ▶ Learn new skills.
  - ▶ Increase knowledge.
  - ▶ Career advancement.
  - ▶ New opportunities.

# Use SMART Goals

- ▶ **SPECIFIC:** well defined, clear and unambiguous; specifically define what you expect done/delivered.
- ▶ **MEASURABLE:** define specific criteria for measuring progress toward accomplishing each established goal. How much, how many....
- ▶ **ACHIEVABLE/ACTION-ORIENTED:** requires employee to stretch but is not impossible to achieve.
- ▶ **RELEVANT/REALISTIC:** the goal is related to the department's mission and/or a specific project or program.
- ▶ **TIMELY:** the time frame is clearly defined or progress toward achievement is tracked at regular intervals.



# Step 2: Continuous Feedback, Coaching and Development

- ▶ Throughout the year, there should be ongoing conversations between the supervisor and employee regarding expectations and if they are being met.
  - ▶ Recognize areas in which the employee is performing well.
  - ▶ Provide coaching around areas that need improvement.
  - ▶ Periodic check-in regarding progress on goals and development plan.
  - ▶ Answer questions employee may have about their progress.

# Step 3: Annual Performance Review

- ▶ A formal annual performance review is a requirement of every support staff employee at the university.  
[https://hr.msu.edu/ua/performanceexcellence/documents/MSU\\_AR\\_Form.pdf](https://hr.msu.edu/ua/performanceexcellence/documents/MSU_AR_Form.pdf)
- ▶ Supervisors will receive an e-mail reminder of the annual review one month prior to the due date.
- ▶ If the annual review form is dated later than the due date, it is considered a late review.
  - ▶ Please plan to hold meetings prior to the due date to allow time to complete the form, allow employee comments, and submit to HR.
- ▶ Discuss accomplishments, goals achieved, professional development opportunities that were completed, and areas in need of improvement.
- ▶ Submit the Annual Performance Review Form, signed and dated by supervisor and employee to MSU Human Resources.

# Performance Criteria

## ▶ *Meets Expectations*

- ▶ Employee consistently meets expectations on most duties and goals.

## ▶ *Does Not Meet Expectations*

- ▶ Employee does not meet expectations on many duties and goals.
- ▶ \*\* A Performance Improvement Plan must be submitted in conjunction with a “Does Not Meet Expectations” criteria.

## ▶ *Exceeds Expectations*

- ▶ Employee consistently exceeds expectations on most duties and goals.

## ▶ *Developing*

- ▶ Employee partially meets expectations, duties, and goals, but improvements are necessary.
  - ▶ This is utilized sometimes when an employee is new to a position, and has not yet fully mastered all aspects of the responsibilities and duties.
- ▶ Annual Review Form provides further details on performance criteria.
- ▶ Only ONE criteria should be utilized for the annual review.

# Performance Improvement Plan

- ▶ If an employee receives a “Does Not Meet Expectations” on their annual review, a Performance Improvement Plan (PIP) is required.  
[https://hr.msu.edu/ua/performanceexcellence/documents/MSU\\_HR\\_PIP\\_Forms.pdf](https://hr.msu.edu/ua/performanceexcellence/documents/MSU_HR_PIP_Forms.pdf)
- ▶ The Performance Improvement Plan should be completed, signed, and submitted to HR, along with the annual review.
  - ▶ Review periods for PIP's lasts for 90 days.
    - ▶ Required feedback at 30 and 60 days.
  - ▶ Contact MSU Human Resources for assistance with Performance Improvement Plan goal setting.
- ▶ A PIP is not considered discipline.

# Probationary and Interim Reviews

- ▶ AP and APSA employees
  - ▶ New employees have a 12-month probationary period.
    - ▶ Complete the regular annual performance review form at the end of the first year of employment. No special probationary form is needed.
    - ▶ If the unit would like to conduct an “interim” review (six months into employment), use the probationary and interim review form and check the “interim” box. This can be helpful for employees to gauge their progress and learn if they are meeting the expectations of the position. However, it is not a requirement.
- ▶ CT and 1585 employees
  - ▶ Six-month probationary period
    - ▶ Complete the probationary and interim review form at the end of the probationary period.

# Review Dates and Timeliness

- ▶ It is important that annual reviews are completed on time.
  - ▶ Reviews can be completed as early as two months prior to the due date.
  - ▶ The dean of the college receives an annual report from central HR, listing unit percentages for on-time, late, and not completed reviews.

# Review Dates continued.....

- ▶ Review date changes may be requested in certain circumstances.
  - ▶ A new supervisor of record for the employee who has not had appropriate time to determine if employee is meeting expectations.
  - ▶ Leave of absence for employee or supervisor.
  - ▶ Clear business need that the unit needs to change the timing.
    - ▶ i.e. All employees in the unit will have the same review due date.

# Best Practices for Supervisors

- ▶ Provide regular feedback.
- ▶ Allow employees to have input in decision making.
- ▶ Schedule regular meetings with employees (weekly/bi-weekly/monthly).
- ▶ Communicate policies or changes to work rules in writing.
- ▶ Be present! Check in with employees and witness their work in action.
- ▶ Time conversations appropriately.
- ▶ Use the probationary period wisely!