Emory SOM PM Training May-June 2013
Frequently Asked Questions

Q: How can I reward truly exceptional employees when the budgets are tight?
A: Nonmonetary compensation can help motivate employees and remind the exceptional employees that they are valued. Five easy methods for nonmonetary compensation include: handwritten thank you cards, small awards and recognition, free trainings offered through the University, publicizing successes and celebrations/parties/special events. More information available on these five methods can be found here: http://med.emory.edu/staff/resources/performance_management.html.

Q: How do you balance personal relationships, which are also important for the work at Emory, with this rating system?
A: This is one of the most challenging components of performance management. One important step is to make sure there are no surprises to the employee. Be sure to have any difficult conversations prior to the performance management meeting and maintain a level of respect and understanding throughout the conversation. Enforce to the employee that it is not personal, and you are there to help him/her. If a difficult situation arises that you do not feel comfortable with, please feel free to contact the SOM HR department for additional guidance or help.

Q: How do we keep from floating up to “exceptional” ratings with our longer term staff without affecting retention?
A: This is where the goals for each individual become important. Each year the goals should be increasingly challenging in order to keep the employee advancing in his/her career. Be sure to reinforce to the employee that the goals are designed to challenge him/her and exceptional is not expected.

Q: How do I handle...

- An employee that does not complete the self-assessment?
  - A: If an employee does not complete the self-assessment that is their choice. However, it is important to stress to him/her that this is their opportunity to reflect on the work they have done and have input into their evaluation. It is a time for them to ‘remind’ you of their achievements which you may have forgotten.

- An employee that does not have a realistic view of his/her work?
  - A: Again, a key component of this is to not have any surprises during the performance review. If the employee submits a self-assessment that does not reflect the work, or the conversations the supervisor has had with them, you do not have to agree with his/her self-assessment. Documentation is essential to help the employee better understand your assessment.

- An employee that does not want to develop?
  - A: If an employee does not want to advance, that is his/her personal choice. However, if the employee is not meeting expectations, a performance improvement plan should be initiated.

- Convincing employees that solid performer is a good rating?
  - A: Reading the description of a “solid performer” with the employee will help him/her better understand that they are viewed in positive light and meeting all expectations. The title of this rating will change in 2014 which should help create a better perception about this rating. Providing concrete examples of what Commendable performance or Exceptional performance look like will help employee understand what they need to strive for in the coming year in order to receive a higher rating.