Indiana University Health

IU Health Performance Management System and Goal Tracking
What is Performance Management?

• An initiative that helps leaders evaluate team member performance:
  - Job Essentials
  - Job Family Behaviors
  - Goals
  - IU Health Values

• A foundation for team member performance and engagement that is managed by Leadership

• Comprised of 4 key components:
  - Goal Setting and Tracking
  - Succession Planning
  - Annual Performance Evaluations
  - Performance Based Pay and Leader Incentive Programs
Why is Performance Management Critical to Our Success?

PERFORMANCE = PEOPLE
Why is Performance Management Critical to Our Success?

- Highlights top talent for Succession Planning
- Increases employee engagement
  \[ \text{Team member value} = \downarrow \text{Turnover} \]
- Helps team members and teams achieve their goals and be successful
- Provides a common performance management process across the entire organization
- Provides \textbf{one} integrated solution
- Creates an environment of open communication for effective, on-going coaching and feedback
Benefits of the New Performance Management System

- **Common User Experience:**
  - Goal Setting & Tracking
  - Peer Reviews
  - Succession Planning
  - Performance Based Pay
  - Performance Evaluations
  - Incentive Pay

- **Standardized Processes** – Consistent among all team members/locations

- **Dashboard** - Individualized, easy-to-use dashboard

- **Visibility to Team Status** – Track individual *and* team performance and development

- **Talent Profiles** - Quick access to team member information from multiple sources into one convenient location

- **Reporting** - Advanced/custom reporting options
The Performance Management System will be rolled out in a phased approach.

Performance Management Implementation Timeline

- **Capability Delivered**
  - Talent Profile
  - Goal Tracking
  - Succession Planning
  - Team Member Rollout
  - Performance Evaluation
  - Compensation Review

- **Audience**
  - Directors and Above
  - Managers and Above
  - Executive Directors and Above
  - All Team Members
  - All Leaders

- **Timeline**
  - June 2015
  - July 2015
  - October 2015
  - January 2016
  - February 2016
Annual Performance Goal Cycle

We are Here
Transitioning to the New Performance Management System

Here you can see how content from LEM was converted to the new Performance Management System:

- Goal Title and Description
- Result Thresholds
- Metrics
Key Differences – from LEM to New Performance Management System

- Quarterly Goal Results
- Result Thresholds/Rating Scale
- Management Discretion on Goal Rating
- 90 Day Plans
- Transparency
Key Difference #1: Goal Results

- Over 10,000 individual goals have been converted to the new IUH Performance Management System, supporting user entered quarterly results ONLY.

- Due to transitioning systems mid-year, cascading result functionality was unavailable for the 2015 performance year.

- This means that leaders will be responsible for entering their own results.
Key Difference #2: Result Thresholds / Rating Scale

Traditional 5 point scale in LEM.

Goals and performance will now be evaluated on a 4 point scale (1, 2, 3, 4):

<table>
<thead>
<tr>
<th>Rating</th>
<th>Score</th>
<th>Former LEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceeds Expectations</td>
<td>4 points</td>
<td>LEM 5</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>3 points</td>
<td>LEM 4</td>
</tr>
<tr>
<td>Partially Meets Expectations</td>
<td>2 points</td>
<td>LEM 3</td>
</tr>
<tr>
<td>Does Not Meet Expectations</td>
<td>1 point</td>
<td>LEM 1 &amp; LEM 2</td>
</tr>
<tr>
<td>N/A</td>
<td>Not Scored</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Key Difference #3:
Management Discretion on Goal Rating

- The new Performance Management system is based on management evaluation enabling increased management discretion on employee performance reviews.

- Goal threshold, target and maximum will still be visible on the goal form.

- Now leaders will select the appropriate score based on the goal information provided by the leader being evaluated and results available via the System Balance Scorecard.
Key Difference #4: 90 Day Plans

- In LEM, 90 day assessments required completion of multiple fields for the goal, action steps and results.
- The goal, action steps and results will now all be included on the Goal Form.
- Content from LEM 90 Day Plans will display under the Goal and Action Plans field.
Key Difference #5: Transparency

• In LEM, 90 day assessments were visible to all leaders across the organization.

• The entire goal form, including 90 day assessments, will default to private to where information is only visible to your direct leader.

• Leaders then will have the option to make it visible to their team or public if they so choose.
1. Open **Pulse**.

2. Click the **Leaders** link.

3. Go to the **Performance Management** section.

4. Click on the **IU Health Performance Management System**.
How do I begin the Goal Tracking Process?

1. Open the **Performance Management System** to display **My Dashboard**.

2. Click on the **Track progress Leader Review goals** link under **My Tasks**.
How should Quarterly Results be Entered?

- Quarterly results should be entered in the **Q1-Q4 Results** fields.
- Results can either be entered for:
  - Each month within the quarter (i.e. Month, YTD Actual and Variance)
  - The overall quarter year-to-date score
Where can I access Result Metrics for Goals?

1. Open Pulse.

2. Click on the LTP/LEM link.

3. Locate results for your goals using the following areas:
   - **IU Health Scorecards**
     Metrics on IUH System and Business Unit goals
   - **Finance & Growth Pillar**
     Instructions on how to calculate flex budget results in EPSi
   - **People Pillar**
     Turnover, engagement and diversity information
Goal and Action Plans (90 Day Plans)

- Enter your goal and action plans for each quarter or the year in the **Goal and Action Plans** field on the Goal form.
How to Effectively Use Journal Entries

• The Journal provides easy access to Goal Tracking information you wish to record.

• It can be used in addition to the Goal and Action Plans field to track 90 day progress.

• Make goal tracking updates and record your metrics throughout the year.

• Change the Visibility of notes to allow your manager to view them from the Goal Tracking form.

**Best Practice:**
Make Goal Journal entries visible to your leader so they are viewable on the Annual Evaluation form. This will assist them in providing you an appropriate performance rating.
## Key Dates

### 2016 Performance Management

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 4</td>
<td>Team Members and Leaders begin 2015 Self-Evaluations</td>
</tr>
<tr>
<td>January 29</td>
<td>2015 Self-Evaluations are completed on 2015 performance</td>
</tr>
<tr>
<td>March 15</td>
<td>Leaders begin writing 2015 performance reviews as Self-Evaluations are completed (January 11 – March 15)</td>
</tr>
<tr>
<td>April 1 – 29</td>
<td>Leaders Calibration – All Leadership Levels</td>
</tr>
<tr>
<td>May</td>
<td>Leaders conduct 2015 performance conversations and share individual performance ratings with team members</td>
</tr>
<tr>
<td>July</td>
<td>Paycheck reflects new 2016 salary awarded as a result of performance rating</td>
</tr>
</tbody>
</table>

### 2016 Goal Setting

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 11</td>
<td>Leaders enter 2015 goals into Performance Management System</td>
</tr>
<tr>
<td>January 12 – 24</td>
<td>Employee reviews goals with Leader and makes changes in Performance Management System</td>
</tr>
<tr>
<td>January 31</td>
<td>Goals and weights reviewed and finalized by BU President and/or System Executive</td>
</tr>
</tbody>
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### 2016 Succession Planning

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>Each Leader reviews and updates their Talent</td>
</tr>
<tr>
<td>June</td>
<td>Leaders review and update 9-box, succession chart, and development plans</td>
</tr>
<tr>
<td>July</td>
<td>HR Prepares Business Unit/System Succession Plan</td>
</tr>
<tr>
<td>August</td>
<td>HR Hosts Talent Review Meetings</td>
</tr>
<tr>
<td>September</td>
<td>BU/System finalizes Succession Plans</td>
</tr>
</tbody>
</table>
Other Performance Management Features

- Succession Planning
- 9 Box
- Talent Profile
- Decision Views
- Reports and Guides for Goals
- Feedback/Recognition
Available Resources

- Performance Management Support: helpdesk@IUHealth.org or 317-962-2828
- Job Aids available on Pulse
- Web Based Training available on eLMS(keyword search performance management)
QUESTIONS?