Mass*Perform*

New Hire Orientation

Performance Evaluation Pilot for Managers

- The Human Resources Division (HRD) is moving the management evaluation process from an annual event driven model (currently ACES) to a more impactful coaching/check-in model, allowing managers to be increasingly confident when providing feedback while creating a more simple and agile framework for goal setting. This is the basis for the Mass*Perform* pilot.

- This is the second year of the Mass*Perform* pilot. Last year, the Department of Revenue, HRD and Executive Office of Technology Services and Security participated. This year, the rest of the managers from the Administration & Finance secretariat will join Mass*Perform*.

- Managers in the Mass*Perform* pilot are **not** participating in the Achievement and Competency Enhancement System (ACES) cycle. Mass*Perform* like ACES will include a final review rating.

Roles & Components

- **Mass*Perform*:** A collaborative approach between managers and employees to engage in candid conversations about performance.

- **Manager**: The person doing the evaluation.

- **Employee**: The person being evaluated (also a manager, but for the purposes of this training is referred to as "employee").

- **Expectations**: Key deliverables, behaviors and results clearly defined by the manager.

    - **Goals:** The specific steps employees will take to meet the expectations.
    - **SMART Goals:** Acronym (SPECIFIC, MEASURABLE, ATTAINABLE, RELEVANT and TIME-BOUND) that can help you and your manager identify the associated goals and success criteria for each of your manager's expectation.

- **Feedback:** Information about a person's performance of a task, etc., used as a basis for improvement.

Roles & Components

- **Development**: Collaborative plan that aligns your strengths, career aspirations and business needs.

- **Coaching:** Coaching requires managers to transition from the traditional role of controlling and monitoring employee performance to a more consultative role. Coaching is a means for developing a partnership between the manager and employee that creates a shared understanding about what needs to be achieved and how it is to be achieved.

- **Check-in:** Simple, agile framework for expectation, goal setting, development and a place for candid conversations about performance between a manager and employee. These conversations happen a minimum of 4 times a year.

- **Wrap-up:** Your opportunity to memorialize significant accomplishments, the impact of those accomplishments and other pertinent information from your 4 plus check-ins. During wrap-up, your manager will provide the final rating to the employee.

Mass*Perform* Conversation Model

Expectations

1. EXPECTATIONS

Managers set clear expectations to help employees achieve business and personal goals

Responsibilities

- The manager is responsible for ensuring that employees receive clear expectations that are aligned with key business needs and priorities.

- The employee is responsible for drafting appropriate goals that align to each expectation and to review these regularly with his/her manager.

- Setting expectations is the first of three components in the Mass*Perform* Check-in process: You and your manager agree upon key deliverables, behaviors and results for the fiscal year.

- Employees are required to set goals based on these expectations. Goals define the specific steps employees will take to meet the expectations.

- Employees and managers should review expectations regularly to ensure they remain relevant as business priorities and circumstances change.

- Expectations should be set in at the beginning of Q1 to clarify goals for the year ahead.

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Expectations. Feedback. Development.

Feedback

Feedback is information about a person's performance of a task, etc., used as a basis for improvement.

- Feedback is a two-way conversation. Constructive, critical feedback is often the most helpful to people. Don't avoid the tough conversations and be open to hearing difficult feedback.

- Feedback should be provided throughout the year.

Responsibilities

- The manager is responsible to provide feedback that is timely, specific and balanced.

- The employee is responsible to ask lots of questions to ensure they are clear about the feedback they are receiving.

- Both the employee and manager provide constructive feedback on what's working and what could improve.

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Expectations. Feedback. Development.

2. FEEDBACK
Managers and employees provide each other with ongoing and constructive feedback

Development

Development is a collaborative plan between managers and employees that aligns employees' strengths, career aspirations and business needs.

- Development focused Check-ins are driven by the employee and should be scheduled when they feel appropriate. Typically, development conversations may happen once or twice per year.

- Expectations and feedback check-ins must happen before a development conversation.

3. DEVELOPMENT
With support from their manager, employees drive their own growth and development

Responsibilities

- The employee is responsible to create an Individual Success Plan (ISP). The ISP should include long and short-term career goals and what types of assignments, experience, coaching and/or learning are necessary to meet these goals.

- The manager is responsible to support employees on their development journey.
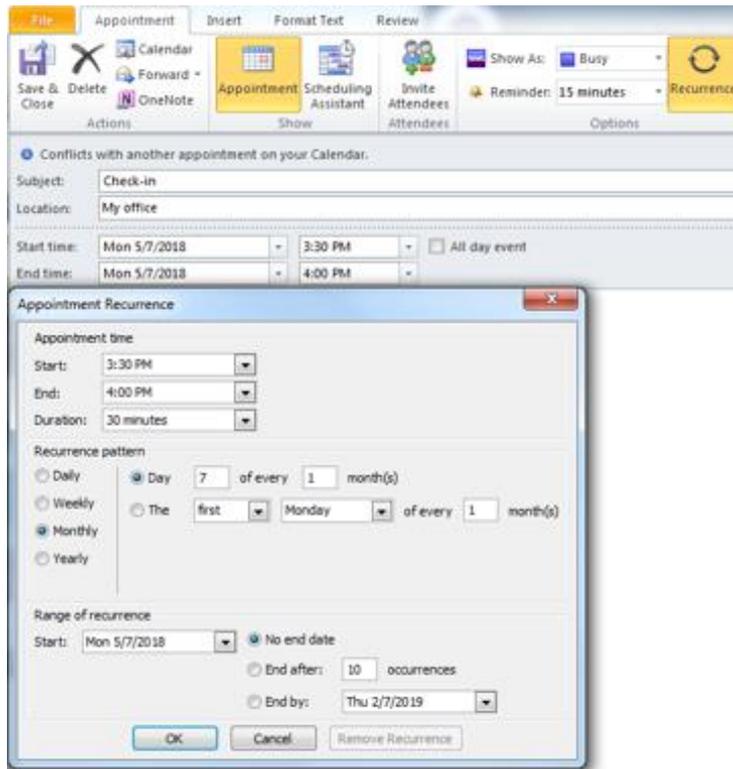
Check-ins

- Check-ins are a collaborative process between the manager and employee, where the manager has an opportunity to set or clarify expectations, deliver feedback and discuss development.

- Check-ins happen a minimum of 4 times a year, or once per quarter but the frequency is based on business or team needs.

  - Just as expectations and goals might change to fit the business so can the frequency of check-ins. Quarterly might be the right cadence until the 3rd quarter when a major project might necessitate monthly check-ins. MassPerform is designed to be flexible!

- During the check-in, managers set expectations and employees discuss their goals to meet those expectations, including defining success and the timeline.

Where do I start?

- Managers are responsible to schedule the 1st Check-in with their employees.

- During the 1st Check-in:

    - Managers set expectations of employee

    - Employees develop SMART goals based on those expectations

    - Managers and employees decide on the appropriate cadence for future check-ins (minimum of once per quarter)

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Expectations. Feedback. Development.

Mass*Perform* Dates

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Key Program Events

Event	Date
Kickoff 1st Check-In	July - September
2nd Check-In	October - December
3rd Check-In	January - March
4th Check-In	April - June
Wrap Up	June

* 2nd, 3rd, and 4th Check-in dates are suggested and should always be based on business need.

What about the electronic system?

- For the Mass*Perform* pilot, HRD has deliberately minimized the role of the electronic system, to allow managers and employees to focus their efforts on training, coaching, engagement and having candid conversations about performance.

- HRD created a simple form in SuccessFactors, the online system that currently hosts ACES, to monitor audit and compliance of the program.

1st Check-in – Employee Responsibilities

After the 1st Check-in, the employee is responsible to log into the Mass*Perform* system and answer three questions to ensure compliance.

Wrap Up – Employee Responsibilities

During Wrap Up (June), the employee will have the opportunity to log into the Mass*Perform* system and enter an optional entry to highlight significant accomplishments and their business impact.

Wrap Up – Manager Responsibilities

During Wrap Up (June), the manager:

- Will respond to three questions to ensure compliance

- Has the option to build on or highlight significant accomplishments completed by the employee and the opportunity to justify evaluation decisions

- Enter an overall final review rating (Exceptional, Highly Effective, Successful Performer, Below Expectations

Mass*Perform* Toolkit & Program Guide

The Mass*Perform* Toolkit & Program Guide contains:

- Step by step instructions

- Definitions

- How to structure a Check-in

- Questions to ask

- Best practice examples

Online Resources

Visit the Mass*Perform* website at:
mass.gov/service-details/massperform

or

**Just google Mass*Perform*
We are the first result!**

The Mass*Perform* website has:

- Information about the pilot
- Link to the electronic system
- Key program dates
- Mass*Perform* Toolkit & Program Guide
- Best practice worksheets
- Job aids
- This deck!
- And more…

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