2016-2017 Non-Teacher Appraisal Goal-Setting Conference Guide

HISD Performance Management
VALUING EMPLOYEES. UPHOLDING STANDARDS.
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INTRODUCTION

The Non-Teacher Appraisal and Development process revolves around three yearly conferences between non-teacher employees and their appraisers: the Goal-Setting Conference, a Progress Conference (optional), and the End-of-Year Conference.

Each conference provides an opportunity for non-teacher employees and appraisers to discuss continuous professional improvement and strategies to effectively meet the needs of their campus/department.

During the conferences, appraisers and non-teacher employees discuss campus/department as well as individual goals, performance and professional competencies, development plans, and professional development opportunities that support the employee’s professional growth.

This Goal-Setting Conference Guide is intended as a resource for appraisers to engage non-teacher employees in an effective Goal-Setting Conference. The following sections include information on:

- How to Prepare for the Goal-Setting Conference, including recommended action items that appraisers and employees may review and organize prior to the conference.

- What to expect During the Goal-Setting Conference, including recommendations on how to structure each conference and suggested key talking points.

- Action steps to take After the Goal-Setting Conference has been held.
NON-TEACHER GOAL-SETTING CONFERENCE OBJECTIVES

The Goal-Setting Conference is a **required** component of the appraisal process. It is the perfect opportunity to establish or further develop relationships with employees based on feedback and support. The objectives of the Non-Teacher Goal-Setting Conference are to:

- Discuss the **competencies** that will account for 70% of the employee’s appraisal rating.
- Share the **Campus/Department Goals** that will account for 30% of the employee’s final appraisal rating.
- Align the employee’s **development plan** (IPDP or PPA) to Campus/Department Goals.
- Review the employee’s **prior performance**, including information from campus/department data and previous year’s appraisals (if available).
- Identify the **professional development activities** for the current year based on employee and campus/department needs.
- Set **performance expectations** for the current appraisal year.

PREPARING FOR THE NON-TEACHER GOAL-SETTING CONFERENCE

To facilitate an effective conversation tailored to each employee’s needs, consider the following recommendations when preparing for the Goal-Setting Conference:

1. **Use the talking points and guiding questions in this document to prepare for the conference.**
   Consider the key pieces of feedback you would like to share with the employee, including goals and action steps you may want to propose.

2. **Review any relevant information on the employee’s prior year performance.** In preparation for the Goal-Setting Conference, review available information to gain a complete picture of the employee’s past performance, including but not limited to:
   - Ratings and comments from prior appraisal documents
   - Attendance records
   - Campus/Department goals

A careful review of past performance will help you engage in a productive dialogue with the employee about his/her practices, including competencies to be developed and goal development.
3. **Prepare to discuss the employee’s Development Plan.** When preparing for this conversation, consider the employee’s performance and professional competencies and individual development goals.

   - Your preparation may differ depending on the type of development plan that applies to the employee.
     i. **If an employee is on an Individual Professional Development Plan (IPDP):**
        Review the employee’s prior performance and prepare to discuss each element of the IPDP. The IPDP section in the OneSourceMe Performance and Goals section is to be completed by the employee. The appraiser and employee will collaborate during the Goal-Setting Conference to make suggestions for individual development goal(s), professional development activities, and/or timelines for completion.

     ii. **If an employee is (or will be placed) on a Prescriptive Plan for Assistance (PPA):**
        Complete the PPA prior to the Goal-Setting Conference and prepare to discuss each element of the PPA. Review the employee’s prior performance. Address performance and/or behavior concerns. Remember that an employee’s assignment to a PPA automatically suspends the IPDP until the expected change is achieved.

4. **Consider how you will set a positive tone.** Planning an effective Goal-Setting Conference also involves creating a positive environment that facilitates an effective, collaborative conversation about the employee’s performance.

   - **Arrange seating to facilitate discussion:** The Goal-Setting Conference is intended to be a collaborative conversation between you and the employee. The physical space should encourage a high level of interaction and participation. If possible, avoid sitting behind your desk and opt to sit at a small table. In this arrangement, all seats are considered neutral, promoting a participatory and open discussion environment.

   - **Minimize distractions:** Employees should walk away from this conference feeling that their performance and professional growth are a priority. One way to communicate this message is to provide the employee with your undivided attention during the Goal-Setting Conference. Prior to your conference, eliminate any distractions and turn off your cell phone, walkie-talkie, or computer. Ask your secretary or assistant to avoid interrupting the conference unless there is an emergency.

   - **Arrive on time:** Arriving to the Goal-Setting Conference on time communicates that this meeting is a priority for you and that you value the employee’s time.
DURING THE NON-TEACHER GOAL-SETTING CONFERENCE

Effective Goal-Setting Conferences can be structured in many different ways. The following agenda and sample talking points reflect one approach to structuring the Goal-Setting Conference.

NON-TEACHER GOAL SETTING CONFERENCE AGENDA (SAMPLE)

Introduction and Overview
- State the purpose of the conference.
- Discuss the employee’s questions on the Non-Teacher Appraisal System.

Discuss the Performance and Performance Competencies
- Discuss the competencies that will account for 70% of the employee’s final appraisal rating.

Share the Campus/Department Goals
- Share and explain campus/department goals and their alignment to the District goals.
- Explain that the campus/department goals will account for 30% of the employee’s final appraisal rating.
- Explain how the employee’s contribution to the campus/department goals will be measured in order to earn the rating of a Level 1, 2, 3, or 4.

Discuss the Employee’s Development Plan
- Finalize competencies to be developed and alignment to the campus’/department’s goals.
- Discuss relevant professional development activities and appropriate timelines.

Review Previous Year’s Performance
- Discuss outcomes from previous year’s appraisal, goals achieved, and progress on competencies and goals.

Set performance expectations
- Discuss expectations for the current appraisal year.

Next Steps and Closing
- Ensure the employee’s Development Plan is complete and on track for completion by the appropriate due date based on the employee’s duty schedule. (See the due dates on page 10.)
SUGGESTED GUIDING QUESTIONS / TALKING POINTS

INTRODUCTION AND OVERVIEW

Thank the employee for his/her time.

State the purpose of the conference. Remember that this is a new process for many employees. Increase their comfort level by providing an overview of the conference objectives and what you will discuss.

- By the end of our time together, I hope we can (1) reflect on your performance (2) identify your areas of strength and agree on 1-2 specific areas you would like to improve (for employees on an Individual Professional Development Plan [IPDP]).

Discuss questions on the appraisal and development system. This is a good time to address any questions the employee may have about the appraisal and development system and ease anxiety.

- Before we begin, are there any questions that you have about the conference or the appraisal and development system in general?

REVIEW PREVIOUS YEAR’S PERFORMANCE

Discuss the employee’s performance from the previous year, which may include information from prior development plans and performance data.

Employee Self-Reflection: Prompt the employee for their thoughts on their performance. Encourage him/her to guide this conversation. The following are sample questions intended to prompt the employee or focus the conversation.

Let’s start by reflecting on your performance from the last appraisal year.

- What are areas of strength? What are some examples that you would like to highlight?
- What are areas that you feel you would like to develop? What are areas that you would like to improve or change from last year?
- What did you learn from last year that you are planning to apply to this year?
- Were you satisfied with the impact that you had on our campus/department goals last year?
- To what extent did the campus / department meet its goals?

Review previous performance, providing the employee with feedback by asking for their thoughts on their performance.
Prior observation review: Let’s review your performance evaluation from last year to add to your self-reflection. [Go through last year’s appraisal with the employee, affirming or adding to their self-reflection.]

- You mentioned that _______________ went well last year, which is something that was highlighted in last year’s appraisal when [give concrete example].
- You mentioned that you would like to change _______________ from last year, which is an area that was highlighted in your appraisal last year when [give concrete example].

Performance review: Now let’s move on to review your campus/department data from last year.

- Let’s take a look at the areas of growth from last year.
- What goals will you set this year?
- What is the rationale behind each of these goals?
- How will you measure and track progress towards those goals?
- When will you assess progress toward your goals?
- What are some of the steps we need to take to meet the goals?
- What support do you need to achieve your goals?

**Discussion of Competencies, Goals, and Development Plan**

**Competencies**
Discuss the competencies that will account for 70% of the employee’s final appraisal rating.

- Let’s review the changes in competencies for this year. [Discuss each of the competencies in greater detail.]

**Campus/Department Goals**
Discuss the goals that will account for 30% of the employee’s final appraisal rating.

- Based on the previous year’s data, our campus/department will focus on ___________ for the purpose of ___________.
- Your contribution to the accomplishment of campus/department goals will be measured in this way _______________ in order to earn the rating of a Level 1, 2, 3, or 4. (Explain in detail how the employee will earn a Level 3, etc.)

**Discuss the employee’s Development Plan,** based on employee’s self-reflection and prior year’s performance. This conversation is structured differently depending on whether the employee is on an IPDP or PPA.

- We are now going to address the second objective of this conference, which is to discuss one or two competencies and campus/department goals for professional growth and review the development plan to identity how I can provide support.

**Talking Points for an employee on an IPDP**
Review the employee’s development goals and applicable alignment to competencies. Some conversation starters may include:

- Based on our conversation, it sounds like you have identified the areas of focus for your development plan.
  - What are the one or two goals that you will focus on this year?
  - What is the competency alignment or purpose for your goal?
  - How will you measure your progress on goals?
  - What activities are necessary to accomplish your goals?
  - What learning opportunities may be completed while obtaining your goal?
  - What objective will be met by goal completion?
• Identify activities and supports needed to effectively address the employee’s focus area.
  • What Professional Development Activity would you like to participate in to address [state area of focus]?
  • Is there anything that is preventing this from happening now? If so, what can I do to support you?
  • Are there resources you need or things that I can do to be helpful?

• Discuss the evidence or data that will be used to determine accomplishment of the goal.
  • How will you know if you met your goal?

Talking Points for Non-Teacher Employees on a PPA

• Placement on a PPA is not arbitrary. You were placed on the PPA because [insert guidelines for placement on a PPA]. Some examples from your previous year’s performance are _____.

• PPAs are meant to provide focused professional support. A Prescriptive Plan for Assistance is a development plan that provides support to help you do your best work in your position and grow professionally. Placement on a PPA means you will receive more structured support in a particular area of growth.

• Placement on the PPA is not permanent. I want to emphasize that placement on the PPA is not permanent. Placement on a PPA means that as a team, you and I are going to focus more carefully on improving [name the 1-2 Competencies targeted] to make sure you are performing to your full potential. I will schedule check-in dates following this conference to discuss your progress. [Review each element of the PPA with the employee.]

**NEXT STEPS AND CLOSING**

Summarize any established goals and next steps to ensure the employee leaves with a clear understanding of what was agreed upon.

• During this meeting, we discussed [re-state Competencies] to help support [your professional development]. We decided that you will achieve [target] by [state action plan], and that I will support you by [state appraiser supports].

Clarify the next steps in the appraisal and development process so the employee knows what to expect.

• We will monitor the progress you make on your Development Plan. Your development plan is a living document. If you feel that you have accomplished the various tasks and/or activities on the plan and are exhibiting a change in performance, feel free to set up a conversation with me so we can discuss modifications. Make sure to maintain the status of your plan in OneSourceMe Performance and Goals.

Thank the employee for his/her time and ask if he/she has any final questions.
AFTER THE NON-TEACHER GOAL-SETTING CONFERENCE

After the Goal Setting Conference, please remember to do the following:

- **Finalize the Development Plan.** Ensure that the employee’s development plan is completed and acknowledged (by the employee and appraiser) at the goal-setting conference date and updated in the OneSourceMe Performance and Goals system.

- **Follow-up on next steps/supports.** To reinforce trust, follow up with the employee on any support needed.

Non-Teacher Development Goal (on IPDP) and Goal-Setting Conference Due Dates

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<tr>
<th>Duty Schedule Group</th>
<th>Development Goals</th>
<th>Goal Setting Conference</th>
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<tr>
<td>Group A</td>
<td>9-Month Employee</td>
<td>All Groups Due</td>
</tr>
<tr>
<td></td>
<td></td>
<td>10/21/2016</td>
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<tr>
<td>Group B</td>
<td>10- and 10.5-Month Employees plus 11-Month Custodians, Alternative Police, and TDS</td>
<td>All Groups Due</td>
</tr>
<tr>
<td>Group C</td>
<td>11-, 11.5-, and 12-Month Employees</td>
<td>10/21/2016</td>
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**TIP:** Immediately following the Non-Teacher Goal-Setting Conference, remind yourself of any follow-up action you agreed to take by scheduling a reminder on your Outlook calendar.
## NON-TEACHER GOAL-SETTING CONFERENCE CHECK LIST

### Prior to the Non-Teacher Goal-Setting Conference

The non-teacher **employee** will:

- ☐ Self-reflect on prior practices (recommended activity), including prior year appraisal and any relevant data to build a development plan.
- ☐ Come prepared to discuss potential focus areas (for competencies and/or campus/department goal alignment), development goal, and types of activities to include in development plan.
- ☐ Enter development goal(s) on current development plan (if IPDP) in OneSourceMe Performance and Goals system.

The **appraiser** will:

- ☐ Schedule time with the employee.
- ☐ Review any relevant information on the employee’s prior performance, including prior year appraisal and any relevant data.
- ☐ Consider alignment to competencies and campus/department goals based on prior performance.
- ☐ Create current development plan (if PPA).
- ☐ Establish benchmarks for ratings of campus/department goals.

### During the Non-Teacher Goal Setting Conference

The non-teacher **employee** may bring:

- ☐ IPDP (optional OneSourceMe printout).
- ☐ Competency Rubric (optional).
- ☐ Calendar (to schedule follow-ups or development plan check-ins).

The **appraiser** may bring:

- ☐ Current development plan (if PPA)
- ☐ Copy of appraisal from last year (if available).
- ☐ Copy of campus/department goals.
- ☐ Competency Rubric.
- ☐ Calendar (to schedule follow-ups or development plan check-ins).

**Conference Discussion/Action Items:**

- ☐ **Communicate objectives** of the conference and establish norms for communication
- ☐ **Engage with the employee in a reflective conversation** about his/her strengths and areas for improvement
- ☐ **Discuss with the employee the benchmarks for achieving the ratings for campus/department goals.**
- ☐ **Review and discuss the employee’s Development Plan** then make adjustments as necessary.
- ☐ **Finalize the employee’s development plan,** by acknowledging the document through the OneSource system.
  - If changes need to be made after the Goal-Setting Conference, the appraiser and employee may make necessary changes in the OneSourceMe Performance and Goals system before finalizing the document.
- ☐ **Establish clear next steps** for the appraiser and non-teacher after the conference.

### After the Non-Teacher Goal-Setting Conference

- Employees may go into the **OneSourceMe Performance and Goals system** to update the status of their development plan (IPDP).