Competency-Based Performance Management

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LAFAYETTE COLLEGE

Overview

▪Community Feedback
▪Purpose of Performance Management
▪Competency- Based Reviews (Pilot)
▪Process
▪Open Sessions
▪Office Hours- Human Resources

Community Feedback

Lack of Clarity

Unnecessarily Unsupportive

Desire for fewer rating categories

More aligned with a corporate organization

Uncertainty around salary pool when the process starts

Need better explanations for rating categories

More transparency in process
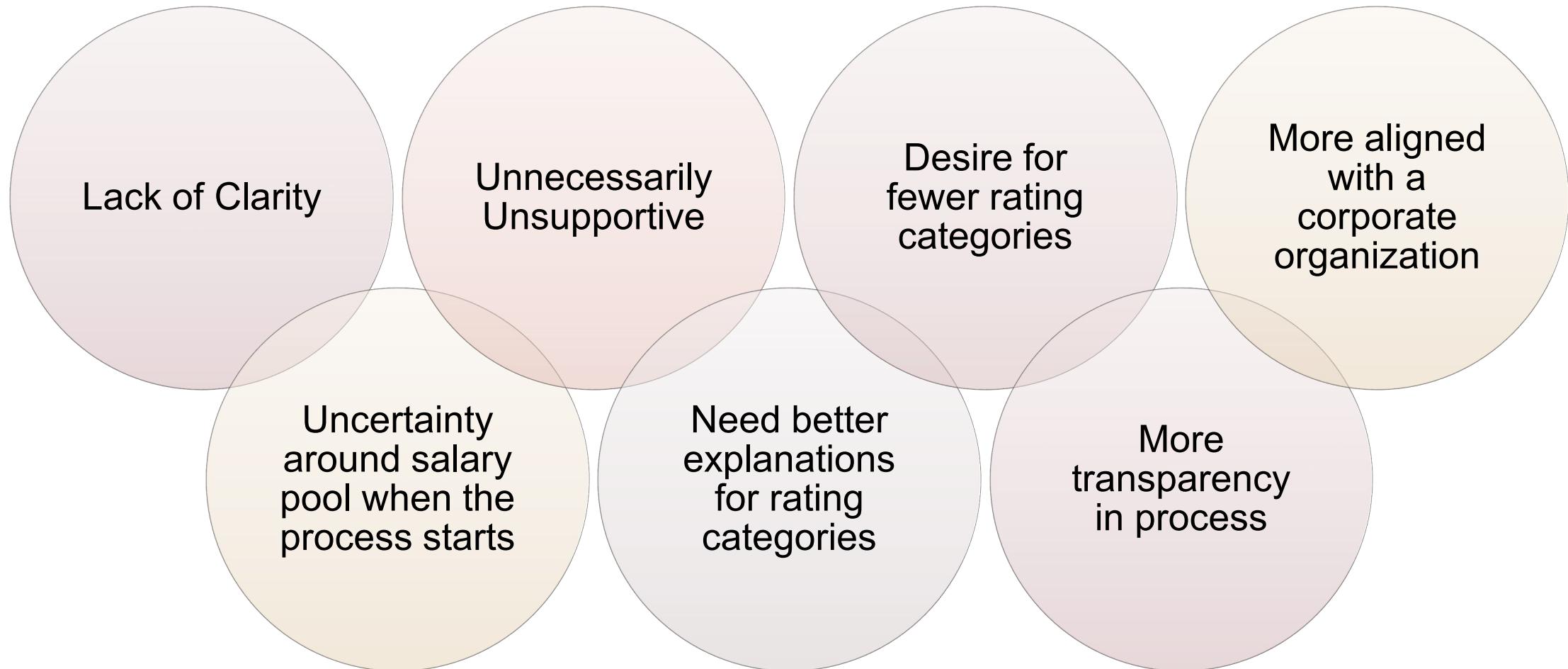
*Excerpts from Administrative Council Feedback 12.2.2024 and 5.2025 provided by Admin Council Chair

Purpose of Performance Management

Purpose

- Discussion about performance not about pay

- Career growth and development

- What is expected of you?

- Are expectations being met?

- How can your supervisor support you?

Goals of Performance Management

- Focus on quality of the dialogue between supervisor and employee (not only the form or process)

- Developing feedback loops where supervisors and employees are skilled at setting clear goals aligned with the College's strategic goals and priorities

- Developing processes for coaching and feedback

- A consistent scale and measurement of valued competencies for the community

- Opportunity for qualitative feedback and continuation of such feedback throughout the year (team meetings, 1:1's, skip-level meetings)

*Adapted from SHRM, CUPAHR, Ladipo Group

College Goals

Division Goals

Department Goals

Individual Goals

Competency-Based Reviews (Pilot)

Reframing Performance

- Competency-based performance – Not just **what** employees do but **how** they do it

- Focus is not solely on goals and tasks but on how competencies are demonstrated

- Strong emphasis on feedback and the way it is administered

- Aims at transformation with a growth approach, potential

- Develops consistency across teams

A comparison…

Skills	Values	Competencies
- Abilities a person can learn & apply in the workplace - e.g. coding, financial planning, computer system, trade	- Core beliefs that guide how someone chooses to behave - e.g. integrity, inclusion, curiosity	- Observable behaviors that combine skills, knowledge, and values - e.g. communication, strategic thinking, collaboration

*People Managing People (June 3, 2025)

In practice…

➢ Employee can navigate technology and systems required for their position (SKILL)

➢ Employee treats their colleagues and students with patience and mutual respect (VALUE)

➢ Employee collaborates with colleagues on a problem and generates multiple creative solutions to present to leadership (COMPETENCY)

SMART GOALS

- **Specific:** Narrow down the who, what, where, when, and why of what you want.

- **Measurable:** Choose criteria to track progress and mark success.

- **Achievable:** Ensure the goal is reasonable considering available skills and resources.

- **Relevant:** The purpose matters in the context of the situation.

- **Time-bound:** Set a specific timeframe with a clear deadline.

FAST Goals

FAST
Frequently Discussed (Regular Check-In's)
Ambitious (stretching performance)
Specific (clear, actionable, data-driven)
Transparent (visible to the whole organization)

FAST Goals

Optimal for fast-paced, team environments:

- **Frequent:** FAST goals are reviewed regularly, not just once a year. This means weekly check-ins, monthly planning, or milestone reviews.

- **Ambitious:** These goals are meant to challenge your team and encourage growth beyond what's comfortable or expected.

- **Specific:** Goals are clearly defined and unambiguous. Each goal is focused enough that it's easy to understand what success looks like and how progress will be measured.

- **Transparent:** Goals are visible across teams or the entire organization. Sharing them publicly creates accountability and encourages collaboration.

Combining Goals

HR FAST Goals		HR SMART Goals
Speed, alignment, and adaptability	Main focus	Clarity and achievability
Reviewed frequently and adjusted as needed	Goal timeframe	Fixed timeframe (often quarterly or annually)
Goals are shared openly across teams or the whole organisation	Visibility	Goals may be kept private or shared selectively
Highly flexible, built to evolve with shifting priorities	Flexibility	More structured and fixed once set
Ideal for fast-paced, collaborative, or agile environments	Use case	Best for individual performance tracking or long-term planning
Encourages ongoing discussion and real-time course correction	Feedback loop	Often revisited only at review milestones
Driven by ambition, alignment, and shared accountability	Motivation style	Driven by achievable, measurable success markers
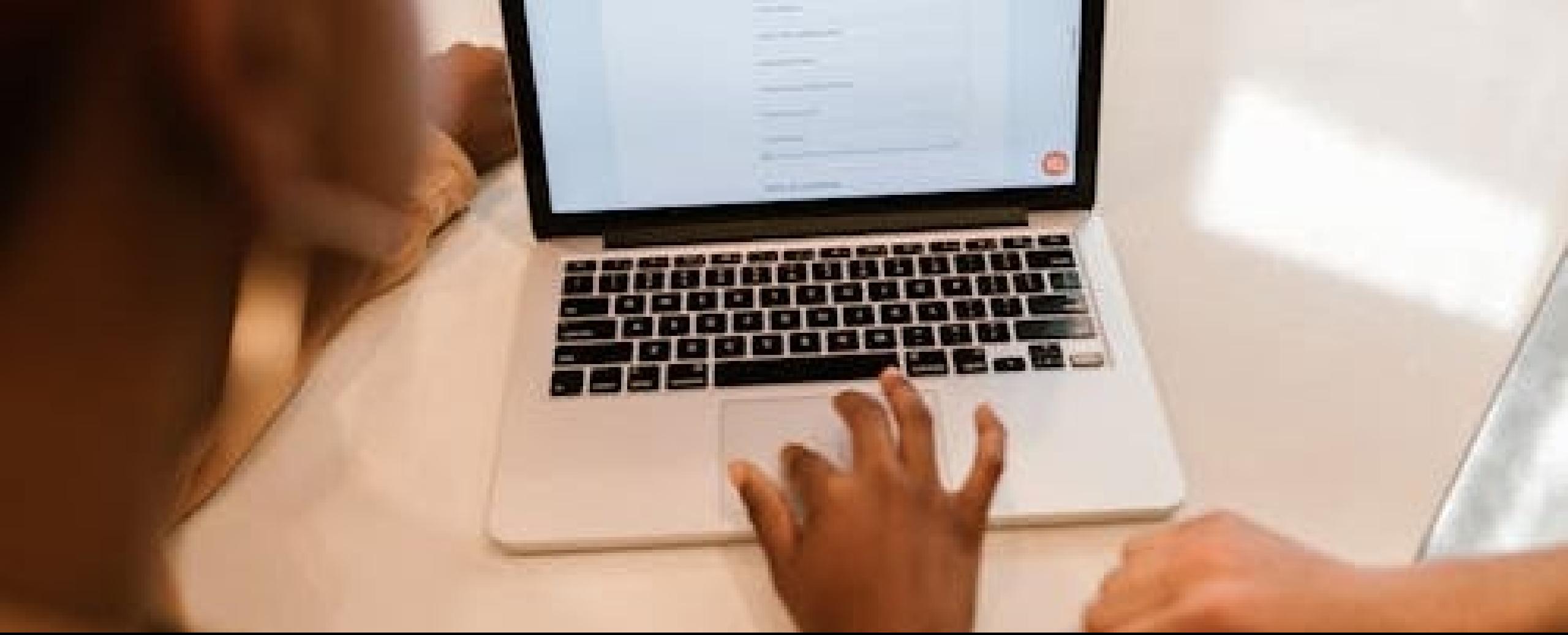
Performance Process

Timeline

- Employee Self-Evaluation (estimated: February 1- March 15)

- Supervisor Review (estimated: March 1- April 15)

- Completed forms to Human Resources (April 30)

Open Sessions and Office Hours

Performance Overview

Session	Date/Time
Overview (In-Person)	February 2, 2026	1:00 pm
Overview (Zoom and Recorded)	February 6, 2026	11:00 am

Self-Evaluation

Session	Date/Time
Self-Evaluation (In-person)	February 9, 2026	1:00 pm
Self-Evaluation (In-person)	February 18, 2026	2:00 pm
Self-Evaluation (Zoom)	February 10, 2026	9:00 am

Supervisor Session

Session	Date/Time
Process/Feedback (In-person)	February 10, 2026	11:00 am
Process/Feedback (In-person)	February 19, 2026	3:00 pm
Process/ Feedback (Zoom)	February 20, 2026	2:00 pm

Questions, comments and/or thoughts?

References

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Academy to Innovate Human Resources (2025). Live webinar: Implementing Competency-based Performance Reviews, October 15, 2025

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