

# Competency-Based Performance Management Supervisor Session

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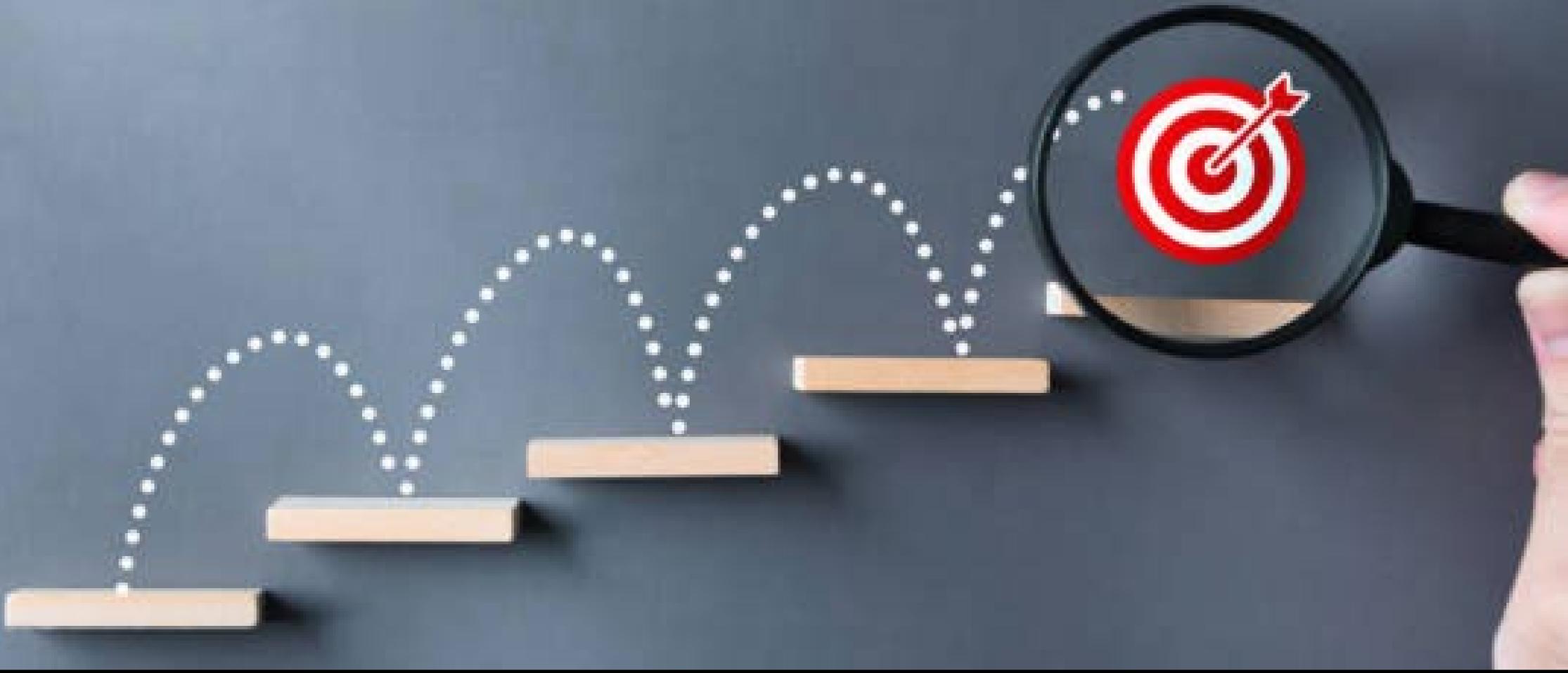
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LAFAYETTE  
COLLEGE

# Overview

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



# Purpose of Performance Management

# Purpose

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- 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

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- 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

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graph TD; A[College Goals] --- B[Division Goals]; A --- C[Department Goals]; A --- D[Individual Goals]
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**Division Goals**

**Department Goals**

**Individual Goals**



## Competency-Based Reviews (Pilot)

# Reframing Performance

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- 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...

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<b>Skills</b>	<b>Values</b>	<b>Competencies</b>
<ul style="list-style-type: none"><li>▪ Abilities a person can learn &amp; apply in the workplace</li><li>▪ e.g., coding, financial planning, computer system, trade</li></ul>	<ul style="list-style-type: none"><li>▪ Core beliefs that guide how someone chooses to behave</li><li>▪ e.g., integrity, inclusion, curiosity</li></ul>	<ul style="list-style-type: none"><li>▪ Observable behaviors that combine skills, knowledge, and values</li><li>▪ e.g., communication, strategic thinking, collaboration</li></ul>

\*People Managing People (June 3, 2025)

# In practice...

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- 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)

# Goals

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**FAST**

**Frequently Discussed**

**Ambitious**

**Specific**

**Transparent**



## **Giving Feedback**

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# WHY IS GIVING FEEDBACK IMPORTANT?

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Develops future leaders

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Improves performance

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Tells colleagues that you are paying attention and care about their contribution

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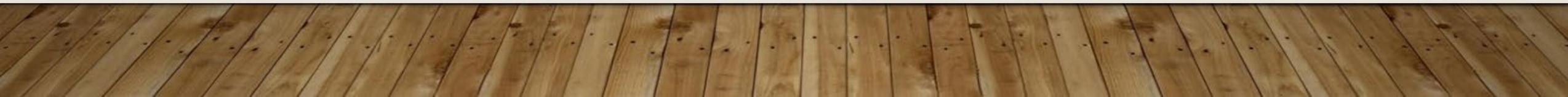
Helps the individual reach goals

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Helps the institution reach goals

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If done well, builds trust



## **6 CAUSES OF POOR PERFORMANCE**

1. Employee does not know what is expected
2. Employee does not know how they are doing
3. Employee does not have the time, tools, or resources to succeed
4. Employee does not have the knowledge or skills to succeed
5. Employee does not receive the appropriate consequences (accountability)
6. Employee and task/job are a poor match

# REAL-TIME FEEDBACK TAKEAWAY:

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Choose a location for the discussion



Practice your conversation in advance



Share where you agree and then address disagreement



Provide examples



Ask for your colleague's ideas on how the culture can be improved

# HOW CAN WE FOSTER A MORE INCLUSIVE WORK CULTURE & MANAGE FEEDBACK EFFECTIVELY?

Celebrate

- Celebrate individuality and establish/honor boundaries

Leverage

- Leverage your unique lens (and that of others)

Give

- Give feedback regularly that is directly connected to job expectations

Provide

- Provide concrete examples and experiences as evidence

Be

- Be consistent in your application

Check

- Check your assumptions

Recognize

- Recognize the additional work that some employees are asked to take on

# SITUATION-BEHAVIOR-IMPACT MODEL

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- *Feedback That Works: How to Build and Deliver Your Message* Center For Creative Leadership, 2019

# CAPTURE THE SITUATION

- Describe the situation in which the behavior occurred. Avoid using generalities (e.g. “Last week...”)
  - Example: “This morning at our 11 am meeting....”

# BEHAVIOR

- Describe the actual, observable behavior. Keep the facts and do not insert opinions or judgments
  - Most common mistake is to describe the person and not their actions
    - “Alison seemed annoyed at the presentation...”
    - “Alison yawned and rolled her eyes...”
  - Use action verbs to avoid judging the behavior. Capture the “why” and “how.”
    - Example- “You interrupted me while I was telling the team about the budget” in place of “you seemed annoyed or you were rude.”

# IMPACT

- Describe the results of the behavior.
- Describing exactly what happened and explaining your true feelings
- This can be positive or negative.
  - Example: “I was impressed when you addressed the issue and posed a solution without being asked.”
  - Example: “I felt frustrated when you interrupted me because it broke my train of thought.”

# INTENT

- An inquiry about intent makes the conversation a “two-way” conversation and enables you to close the gap between “impact and intent.”
  - Example: “What were you hoping to accomplish?”
  - Inquiry about intent prevents us from veering off in the wrong direction based on false assumptions.



# Performance Process

# Timeline

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- Employee Self-Evaluation (estimated: February 1- March 15)
- Supervisor Review (estimated: March 1- April 15)
- Completed forms (review & self-eval) 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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