

# Montefiore Einstein

## Einstein Performance Feedback Program Frequently Asked Questions and Glossary of Terms

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The SuccessFactors system will be used to support the Einstein Performance Feedback Program. Use this [link](#) for all transactions including goal setting, asking for feedback, completing a performance feedback form, and accessing the LMS.

### Goal Setting

#### 1. Why is goal setting required?

The Einstein Performance Feedback Program is an ongoing throughout the year, starting with employees setting clear goals to define what they need and want to achieve. Goals are specific, measurable, achievable, relevant, and timely targets. They should reflect the employee's expected contributions toward their team's priorities and are defined and agreed upon with their manager.

#### 2. What is the difference between a performance goal and a development goal?

- A performance goal is a written statement of the employee's expected contributions toward their team's priorities and are defined and agreed upon with their supervisor/manager. Performance goals differ from job responsibilities, in that Performance goals identify what an employee aims to accomplish within their role to contribute to organizational, department, or personal success. Performance goals can be written for specific one-time or on-going projects, new programs, process improvements, work on committees, or a variety of other assignments.
- A development goal is a specific objective that an individual sets to enhance their skills, knowledge, and capabilities.

#### 3. How many goals should I have in the system?

A minimum of two performance goals is required. Additional performance goals and development goals are optional but encouraged.

#### 4. When should I have goals entered in the system?

Goals can be entered in the system throughout the performance period. At least two performance goals are expected in the system no later than July 1, 2024.

#### 5. What is a SMART goal?

A SMART goal is **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**imebound. For more information on SMART Goals and Goal Setting click [here](#).

#### 6. How often should I revisit my goals throughout the year?

Goals should be revisited frequently throughout the year. Goals should be discussed at check-ins or during the regular course of business.

#### 7. Should I ask for my manager's feedback on my goals?

Yes, asking for your manager's input is a key step in goal setting. Seeking this feedback from your manager is a proactive step that can significantly benefit your professional growth.

**8. Will I receive goals from my manager?**

You will add your goals into the system and you and your manager should discuss these to ensure alignment. You can make updates, add goals, or mark a goal as no longer relevant as appropriate during the review period.

### Performance Check-In

**1. How often should I expect to have conversations with my manager about my performance?**

A general guideline is to have regular check-ins with your manager at least quarterly. These conversations provide opportunities to discuss progress on goals, receive feedback, address concerns, and plan for development.

**2. What is a performance check-in?**

During the year, regular check-ins between an employee and their manager will help the employee to track their progress, identify areas that need support, and work towards success. During the performance cycle, a mid-year performance check-in will be encouraged.

**3. Should I contact my manager to schedule a check-in, or will they contact me?**

You can request a performance check-in with your manager at any time. Your manager can also proactively schedule a performance check-in with you. Feedback is encouraged and benefits the employee, the manager, and the team.

**4. Are there formal steps to take within the SuccessFactors system to indicate a check-in was completed?**

You can document a check-in by selecting "Performance Check in" from the "Home" drop down menu and then "Start meeting." You can post updates to activities and goals during this meeting or at any time during the performance cycle.

### Feedback in the SuccessFactors System

**5. What is "Feedback" in the SuccessFactors system?**

Feedback is a method to request or provide feedback to other users of the SuccessFactors performance management system. You can request and proactively provide feedback to help track progress, identify areas that need support, and work towards success. This can be done at any time during the performance cycle.

### Self-Assessment and Performance Review

**6. What happens at the end of the year in the Einstein Performance Feedback Program?**

At the end of the year, employees will complete a self-assessment to reflect on their performance, the manager will complete a year-end assessment, and then the employee and manager will meet to discuss the year-end assessment.

**7. When will these assessments take place?**

The assessment period will open on December 1, 2024 and will close on January 31, 2025.

- 8. Why am I expected to complete a self-assessment first before sending it on to my manager?**  
Self-assessments reflect an employee's evaluation of their work performance and goal achievement during a specific period, encompassing their major accomplishments and areas of development. Completing a self-assessment allows employees to highlight significant contributions in their role, identify where they would benefit from development, and provides managers with valuable insights for coaching and supporting employees based on their strengths and development areas.
- 9. If I have been at Einstein for less than 6 months, will I need to participate in the self-assessment and performance review process?**  
If you are hired on or before August 31, you will participate in the Performance Feedback year end assessment.
- 10. Will I receive an overall rating for my performance?**  
Yes, an overall rating will be based on the evaluation of goals and competencies.
- 11. What is the rating scale that will be used to rate my performance?**  
The [rating scale](#) can be found in the Performance Feedback Program section of the Learning Network page of the Einstein intranet.

## Performance Feedback Program Information and Training

- 12. Will I receive training on the Einstein Performance Feedback Program?**  
Training resources will be accessible on the Learning Network page of the Einstein intranet.
- 13. Where can I find information about the Einstein Performance Feedback Program?**  
Resources for the [Performance Feedback Program](#) can be found on the [Learning Network](#) page of the Einstein intranet.
- 14. If I have questions about the Einstein Performance Feedback Program, who should I contact?**  
Please reach out to your manager. You can also email: [einstein-performancefeedback@einsteinmed.edu](mailto:einstein-performancefeedback@einsteinmed.edu)
- 15. Is there information about how to use the SuccessFactors system?**  
Live demos, videos, a user guide user guide, and related materials can be found in the [Performance Feedback Program](#) section of the Learning Network page of the Einstein intranet.

## Glossary of Terms:

**The following terms are used in Einstein Performance Feedback Program documents, training, and materials, and in the SuccessFactors system used to support the program.**

**Check-in Conversations (Check-ins):** Check-ins help employees understand where they are in their progress toward their goals and help them make adjustments as needed. It is also a way to learn what kind of support they might need.

**Continuous Feedback:** Ongoing communication between managers and employees to provide timely guidance, coaching, and recognition, fostering a culture of continuous improvement and development.

**Performance Management Cycle:** The Performance Management Cycle is typically one year long and begins with goal setting, includes feedback throughout the year with check-ins between the employee and the manager, includes the completion of a self-appraisal and performance appraisal, and ends with the performance appraisal discussion.

**Einstein Performance Feedback Program:** - The Einstein Performance Feedback Program aims to help employees focus their efforts, learn and grow professionally, and drive toward individual and organizational results. The Einstein Performance Feedback Program is an ongoing process throughout the year, starting with employees setting clear goals to define what they need and want to achieve. During the year, regular check-ins between employees and their supervisor/manager will help employees to track their progress, identify areas that need support, and work towards success. At the end of the year, employees will complete a self-assessment to reflect on their performance, align with their supervisor/manager during their year-end conversation, and gain insight for their goals for the next year.

**Goal Setting:** The process of establishing clear, achievable objectives for individuals or teams to guide performance and focus efforts towards desired outcomes.

**Goal Types:**

- **Development Goal:** A specific objective that an individual sets for themselves to enhance their skills, knowledge, and capabilities.
- **Performance Goal:** A written statement of the employee's expected contributions toward their team's priorities and are defined and agreed upon with their supervisor/manager. Performance goals can be written for specific one-time or on-going projects, new programs, process improvements, work on committees, or a variety of other assignments.

**Goals Shared by Manager:**

- **Cascaded Goals:** The process of aligning individual goals with broader organizational objectives by cascading goals downward from leadership to employees. Cascaded goals ensure alignment, clarity, and accountability throughout the organization, with each employee's goals contributing to the achievement of higher-level strategic priorities.
- **Team Goals:** Goals set for a team working together towards a common purpose or project. Team goals align with the organization's strategic objectives and may be broken down into individual tasks or responsibilities to ensure collaboration and accountability among team members.

**Performance Appraisal:** Also referred to as a Year End Assessment. This is a formal assessment of an employee's job performance conducted annually.

**Performance Appraisal Discussion:** The manager and employee meet to discuss the employee's performance, provide feedback, and address any concerns or development needs.

**Performance Management:** The process of setting goals, assessing progress, providing feedback, and evaluating performance to improve individual and organizational effectiveness.

**Self-Assessment** –The self-assessment reflects an employee's evaluation of their work performance during a specific period, encompassing their major accomplishments and areas of development.