

Partnership for Children of Cumberland County, Inc.
Human Resources Policies and Procedures

Employment Information – Compensation
Section 302 – Performance Conversations

1. General Information

The performance conversation process provides a recurring structure for employees and supervisors to clarify expectations, discuss progress, exchange feedback, identify development needs, and support performance that advances the Partnership's mission, values, and organizational priorities. Performance conversations are intended to be ongoing, coaching-oriented conversations rather than a single annual review event. Performance conversations influence performance-based salary increases, promotion and transfer decisions, and professional development direction. It is critical that supervisors routinely conduct conversations and are objective throughout the process.

2. Policies

- a. All full-time and part-time employees are provided clear expectations, feedback, and development support through a series of check-in conversations.
- b. Performance check-in conversations should be conducted at least quarterly. Supervisors and employees may meet more frequently when business needs, employee development, or performance circumstances require additional discussion.
- c. Each supervisor is responsible for setting up a regular cadence of check-ins for their teams.
- d. HR will establish the format, tools, timing, and documentation process for performance conversations. HR may revise the process as needed to support consistency, organizational needs, technology changes, and legal or compliance requirements.
- e. Performance conversations generally follow a recurring cycle of expectations, feedback, and development. Expectations conversations clarify role expectations, key deliverables, behaviors, and goals. Feedback conversations review progress, accomplishments, obstacles, and needed support. Development conversations focus on strengths, growth interests, career goals, learning needs, and development plans.
- f. Performance conversations should be constructive, specific, timely, and two-way. Supervisors and employees share responsibility for preparing for conversations, participating in good faith, listening, following up on agreed-upon next steps, and maintaining appropriate documentation.
- g. Performance documentation may be used to support coaching, performance improvement, employment decisions, development planning, and compensation administration, consistent with applicable PFC policies and procedures.
- h. PFC may provide performance-based salary increases annually, subject to funding availability, grant requirements, and compensation guidelines established for the fiscal year. Performance increases are discretionary and are not guaranteed. (See HR 308 Compensation Philosophy and Administration for more information on performance-based salary increases).
- i. The performance review of the President is outlined in the Bylaws of the Partnership.

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3. Guidelines

- a. At the beginning of each fiscal year, department heads and supervisors should review organizational and departmental priorities and translate them into clear expectations for teams and individual employees.
- b. The first individual performance conversation of the fiscal year should establish or confirm expectations, goals, key deliverables, behavioral expectations, and success measures for the year ahead.
- c. After expectations and goals are established, performance conversations should recur at least quarterly to review progress, provide feedback, discuss obstacles and support needs, and revise or add goals as circumstances change.
- d. At least one performance conversation each fiscal year should include a development discussion. Development discussions should consider the employee's strengths, professional interests, learning needs, career goals, and opportunities to build skills or experience in alignment with business needs.
- e. Employees are expected to participate actively in the process by preparing for conversations, drafting or updating goals when requested, asking for feedback, identifying support needs, and following through on agreed-upon action steps.
- f. Supervisors are expected to provide clear expectations, timely and balanced feedback, business context, coaching, and appropriate support. For objectivity, supervisors should use specific and observable examples when discussing performance and should avoid relying on assumptions or vague impressions.
- g. Performance conversations are typically 60 minutes long, but the length may vary depending on the needs of the employee, supervisor, and role.
- h. Supervisors and employees should maintain appropriate notes or documentation of performance conversations, including expectations, goals, feedback, development plans, agreed-upon next steps, and any performance concerns or accomplishments discussed. Documentation should be maintained confidentially and submitted through the designated HRIS or process as directed by HR.
- i. Additional procedures, discussion guides, worksheets, and documentation instructions are maintained by Human Resources and should be used with this policy.
- j. Performance Check-in Conversation procedures, discussion guides, worksheets, and HRIS documentation instructions maintained by Human Resources available at **ccpfc.org/hr** (Employee Forms or Manager Forms).