

## Human Resources

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**From:** Human Resources  
**To:** All M&P Staff  
**Sent:** Monday, December 3, 2007  
**Subject:** FOCUS Update



### **FY08 Performance Management Process**

The University Officers believe that all staff members deserve meaningful feedback and coaching on their performance and should have established goals.

Ongoing feedback is key to a successful performance management process. Regular discussions between you and your supervisor can help improve results, as well as diagnose and correct potential problems before the end of the fiscal year. This also helps to ensure that there are no surprises with your performance rating or compensation adjustments at the end of the annual performance management cycle. Since we are approaching the middle of this cycle, it's the perfect time to schedule a mid-year discussion with your supervisor. We encourage you to schedule this meeting as soon as possible.

Yale's Feedback and Ongoing Coaching for University Success (FOCUS) performance management process was designed a number of years ago as a tool to provide ongoing performance and developmental feedback for managerial and professional staff members throughout the year. *We encourage all departments to use the University's FOCUS process, however, many departments have implemented their own systems which meet the needs of their staff. Departments that currently have their own systems are not required to change to FOCUS.*

Based on suggestions from last year's FOCUS participants, we have updated the tool with improved forms, a streamlined process, and revised performance rating definitions that are more closely aligned with the way we work at Yale. To review these enhancements, please log on to the FOCUS website [www.yale.edu/focus](http://www.yale.edu/focus). Each year we will continue to look for opportunities to make it easier for you and your supervisor to have meaningful dialogue about your performance, career development, and pay.

There is a Best Practices Task Force currently being formed that will create an approach to engage all clerical and technical staff in Yale's performance management process in the near future. If your department now involves clerical and technical staff in Yale's performance management process, please include them in the FOCUS updates.

If you have any questions, please ask your school's or department's Human Resources (HR) representative, your supervisor or HR Generalist. If you are not sure who your HR Generalist is, you can find a listing at [www.yale.edu/hronline/hrgeneralist](http://www.yale.edu/hronline/hrgeneralist).