



Restructuring
Performance Management:
Proposal for a New System

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VISION

Creating the future of green energy solutions by educating and engaging the public.

MISSION

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Background

Research

Through various interviews with human resources professionals, it was determined that Renewergy needs to restructure the performance management system currently in place.

Performance Management Systems are crucial as they provide feedback to employees about their improvement and success areas and set expectations for managers that will help achieve company objectives. Through this, managers can highlight accomplishments that employees reach and help them understand which areas to focus on in terms of their development.

According to Susan Heathfield, an expert-level human resources consultant who writes for The Balance, performance management is “the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities” (Heathfield, S). She explains that performance management is so much more than the annual appraisal. Through her article, she conveys that effective performance management systems set new employees up to succeed, so they can help your organization succeed. The systems also provide enough guidance so people understand what is expected of them.

It is recommended by human resources professionals that formal performance reviews are conducted quarterly and goals are set yearly. In the formal reviews, supervisors should review employee’s individual goals and determine the correlation between the company’s objectives.

Background

Employees are more likely to stay and retention is higher when their goals align with the core competencies of the position and there are growth opportunities within the company. When supervisors meet with employees more often, they are more likely to create better relationships. Jane Ray, the Ithaca College Engagement and Communications Specialist who works in HR, explains that “one of the biggest predictors of job turnover is poor relationships between managers and their employees.” Managers can build better relationships by celebrating employee accomplishments, providing constructive feedback, saying thank you, giving projects that build employee skill sets and allow growth, and acknowledging when employees go above and beyond.

Performance criteria in human resources varies a lot by industry and by company. In an interview with Tiffany Martak, a Senior Human Resources Generalist at BorgWarner, she suggested that a few core competencies are set up that the entire company is evaluated on, and a few additional competencies for human resources personnel. In her department, she notices that interpersonal savvy is huge, as is dealing with ambiguity. She claimed that many human resources professionals must be able to make decisions without having all of the information. Many people become quickly confused in gray areas, but those in HR making quick decisions that affect the entire company must be confident in their training and education. Steven Pronti, the Vice President of Human Resources at Tompkins Trust Company, suggests that employees’ alignment to company’s values is critical to their success as it translates across the company. Common performance criteria within his company are taking initiative, building relationships, and embodying company values.

Background

In the meeting with Jane Ray, she explained that technology is abundantly important in performance management. “Ithaca College was on a paper evaluation system for a long time, but the papers became difficult to manage and file.” When the Renewergy Performance Management Team searched for more information regarding online performance management systems, an article published on FastWeb entitled “Here’s What Millennials Want from Performance Reviews,” noted that switching to an online system “frees managers to focus on helping their direct reports improve for tomorrow, all while staying engaged and productive on their work today” (Bellis, R.).

Business Issue & Rationale

The new performance management system is being launched in a few weeks to all employees, managers, and supervisors. Each employee will be affected as they will be tracking their performance in a new online system, will be evaluated by new criteria, and must learn to set goals and objectives applicable to their specific position.

The previous system was confusing as there were different learning and evaluation criteria for each department. Previously, every evaluation was written out on paper and submitted to Human Resources to file. In the new online system, all employees will be evaluated in regards to the same five core competencies. Employees and their supervisors will then work together to decide on three additional competencies, so that each employee will be evaluated on eight competencies.

Background

In the end, Renewergy will have consistently managed employee-use of the new Performance Management System. A successful solution is the implementation of a system that ensures all employees are treated fairly, improves employee productivity, and reduces turnover. It will increase focus on driving business results, empower and engage employees, and create a foundational knowledge of talent.

Performance Criteria

The Performance Management Team at Renewergy came up with the following competencies that every employee will be evaluated by:

- Quality of Work
- Work Habits
- Attitude
- Level of Knowledge
- Communication Skills

Each employee and manager will sit down together to review these competencies during training and allotted office hours to add three position-specific ones that help an employee succeed in their position.

Supervisors will be reviewed by additional standards as well. They will receive feedback on their leadership skills, group productivity, and employee development.

Background

Performance Management Process

Rather than force employees to undergo a yearly performance appraisal, they will track their performance throughout the year on their own. They will participate in quarterly check ins in which they document their progress. The goal is to develop employees and give them the tools to be the best they can be. Because words such as “assessment” or “appraisal” can cause fear and anxiety, Renewergy has chosen to go in a different direction and call the review a “check-in.”

Feedback should be immediate, private, and face to face. With the new system, the culture of the company will evolve from employees dreading an annual review to employees seeking additional feedback. Asking questions such as “How am I doing?” will help employees further their growth. In encouraging employees growth and development, managers should ask, “What do I, as a leader, need to do to help you achieve your goals?”

When providing feedback, managers should follow the Employee Check-In Checklist. They should discuss how employees are progressing with their goals and evaluate their performance in regards to each job competency. Managers will then pinpoint low and high performers. A high performer meets or exceeds expectations at each competency. A low performer would be below requirements in two or more competencies or far below requirements in just one.

Background

Low performers will be presented with performance improvement plans that they complete with their supervisors. They will also be required to attend more frequent check-ins. If an employee is performing poorly, managers should investigate any underlying problems and ensure that job expectations are clear. To increase motivation, supervisors can provide employees with opportunities for growth and development and empower them to make decisions and influence others.

In their one on one meetings after completing the supervisor evaluation, managers should check the employee's self-evaluation. Together, they can compare differences and see where their expectations align. When the manager and employee evaluations align, the performance management system will send a congratulations email to the employee. When there are gaps in the expectations, a conversation should be entertained.



Sample Forms

EMPLOYEE CHECK-IN



Employee Name:	Employee Position:
Type of Review:	Date of Review:

QUALITY OF WORK

How much value is the employee adding to his/her work? Does the quality of work meet the standards for this job?

- Far below requirements Below requirements Meet requirements Exceeds requirements

Explanation:

WORK HABITS

How is the employee's time management skills, attendance, safety and compliance with office practice? Is the employee dependable?

- Far below requirements Below requirements Meet requirements Exceeds requirements

Explanation:

ATTITUDE

Does the employee work well with others? Does the employee take instructions well and cooperate with other co-workers?

- Far below requirements Below requirements Meet requirements Exceeds requirements

Explanation:

JOB KNOWLEDGE/SKILLS

Does the employee demonstrate required knowledge and skills for assigned job? Does the employee use good judgment and experience to get the job completed the best way possible?

- Far below requirements Below requirements Meet requirements Exceeds requirements

Explanation:

Sample Forms

COMMUNICATION

Does the employee demonstrate appropriate communication skills? Does he or she communicate when a problem occurs?

Far below requirements Below requirements Meet requirements Exceeds requirements

Explanation:

FOR SUPERVISORY POSITIONS

(1 being worst, 5 being best)

LEADERSHIP

- 1 2 3 4 5 Ability to motivate others
- 1 2 3 4 5 Creates enthusiastic and positive environment
- 1 2 3 4 5 Demonstrates the values of the practice
- 1 2 3 4 5 Motivates and inspires people to work hard

GROUP PRODUCTIVITY

- 1 2 3 4 5 Ensures that all team members are on the same page and that there is no confusion as to what is to be completed
- 1 2 3 4 5 Gives clear instructions and sets comfortable environments for questions to be asked

EMPLOYEE DEVELOPMENT

- 1 2 3 4 5 Provides honest feedback
- 1 2 3 4 5 Gives recognition where recognition is due

Employee's OVERALL PERFORMANCE

Far below requirements Below requirements Meet requirements Exceeds requirements

Rate Employee's PROGRESS since last evaluation

Far below requirements Below requirements Meet requirements Exceeds requirements

ADDITIONAL COMMENTS

Sample Forms

Employee's Signature: _____ Date: _____

Evaluator's Signature: _____ Date: _____



Training

Training Plan

In implementing the new Performance Management System, a few different training seminars will be held. All employees will first receive an email announcing the new, easy-to-use, updated PMS.

Meetings will be held with all employees to debrief them on the importance of adapting to the new system and the new criteria from which they will be evaluated. Employees will be divided into random groups of 25-30 to ensure that each person receives the attention they deserve. The instructors will present a PowerPoint that details the growth opportunities available to employees and things that they should consider when meeting with their supervisors and supervisees for their performance evaluations. Employees will bring their laptops to this meeting as there will also be a demonstration on how to set up their new accounts and function within the system.

A second three-hour seminar will be held specifically for supervisors and managers. This meeting will “train the trainer” on how to hold effective performance reviews. They will be provided with a guidebook that walks them through how to best deliver constructive feedback and how to motivate their problematic, underperforming employees.

Through instructor-led classroom training, supervisors will learn the new structure for evaluating employees which they will then report back to their teams. The instructors will work with them to set goals and objectives for both themselves and for their teams.

Training

In this meeting, managers will also learn how to help others set SMART goals (specific, measurable, attainable, results-focused, timely). Through games, examples, and simulations, they will learn what qualifies their employee to rank in each category: far below requirements, below requirements, meets requirements, and exceeds requirements. The instructors will walk them through the back-end of the software to ensure that they can manage their employee evaluations and the individual goals that their employees set within the system.

The final meetings will occur between supervisors and their team members. These meetings will convey information from the leadership meetings to the employees. The supervisors will work with their employees to set individual goals as the instructor did with them. They will also share the new criteria that the company put in place to better evaluate employee productivity and growth.

Once the system is up and running, training will be ongoing. At New Hire Orientation, there will be a session detailing how to set up the performance management system. The orientation will begin with members of the leadership team breaking individuals into groups of five or six. Employees in these groups will be given a simulated version of the updated software and will then be given a hypothetical situation in the workplace. Once the group members receive the situation, it is up to them to use the new software correctly in order to ensure the employee in the simulation is receiving the appropriate feedback based on performance.

Training

Employees will also continue using the performance management system and set new goals each year. Through their quarterly check ins, they will have many opportunities to continue to grow and develop. Managers will be called into meetings every six months for the next two years to provide feedback on advantages and drawbacks to the system so that it can continue being improved.

Timeline

Roll-out	Activity
Week 1	<ul style="list-style-type: none">• Presentation of training and implementation plans to senior management
Week 2	<ul style="list-style-type: none">• Get the go-ahead from senior management• Send out first email communication regarding new PMS
Week 3	<ul style="list-style-type: none">• Pilot testing with various Renewergy teams
Week 4	<ul style="list-style-type: none">• All company meetings begin• Three - hour leadership seminar• Managers start holding one on one meetings with their employees
Week 5	<ul style="list-style-type: none">• Open office hours
Week 6	<ul style="list-style-type: none">• System goes live
Week 7	<ul style="list-style-type: none">• Expectation that all employees are logged into the system with their quarterly goals defined

Training

Target Audience(s)

The proposed audiences for these training sessions are Renewergy's leadership team, prospective employees, and the company's two thousand employees.

Learning Objectives & Outcomes

Through training, employees will learn how to use the performance management software and why it is necessary. The instructors will inform the employees of best practices within the system, evaluation criteria, and how to set SMART goals and objectives.

Supervisors will learn how to manage the back end of the system. By the end of training, they will know how to navigate the software, set specific job competency criteria, and evaluate employees based on their goals. They will learn to issue rewards and celebrate accomplishments through the Performance Management System.

Training Schedules

One the next few pages, please find the meeting agendas for each proposed meeting:

Training

Meeting 1: All Employees			
	Duration	Training Materials	Tasks
Welcoming Remarks	5 minutes	None	<ul style="list-style-type: none">• Welcome employees and thank them for their time
New System Presentation	45 minutes	PowerPoint	<ul style="list-style-type: none">• Inform employees of advantages to adopting the new system• Teach them how to set up an account• Demonstrate software use• Prepare them for their one on one meetings
Question & Answer	10 minutes	None	<ul style="list-style-type: none">• Field any questions about the new system

Training

Meeting 2: Leadership Meeting			
	Duration	Training Materials	Tasks
Welcome Breakfast	15 minutes	None	<ul style="list-style-type: none"> • Welcome employees and enjoy muffins
New criteria and structure	15 minutes	PowerPoint, Evaluation standards	<ul style="list-style-type: none"> • Announce new performance criteria and competencies to management • Provide management with new evaluation standards
Back-end of the software	30 minutes	Online system guide	<ul style="list-style-type: none"> • Demonstrate how to manage employees within the system
Providing feedback	30 minutes	Feedback training guide	<ul style="list-style-type: none"> • Run through the training guide • Split managers into groups to practice giving and receiving feedback
Break	15 minutes		
Goal Setting	45 minutes	SMART goals worksheet	<ul style="list-style-type: none"> • Teach leaders how to set personal goals, those for their teams, and work with employees to assist in creating their own goals
Motivating Employees	30 minutes	Game	<ul style="list-style-type: none"> • Help leaders manage their underperforming employees by providing them with tools and strategies

Training

Meeting 3: Manager and Employee One-on-One			
	Duration	Training Materials	Tasks
New Performance Criteria	15 minutes	Document outlining new criteria	<ul style="list-style-type: none">Supervisors should review the new performance criteria and job competencies with employees and answer any questions
Goal Setting	15 minutes	SMART goals worksheet	<ul style="list-style-type: none">Employees and supervisors should work together to write year-long goals for both the employee and the team

Training

Training Materials

- PowerPoint presentation introducing new system, its advantages, and why it is necessary.
- PowerPoint presentation demonstrating how to log into the new system, create an account, and start tracking performance.
- Leadership PowerPoint presentation that outlines new standards, performance criteria, and competencies.
- Evaluation standards worksheet.
- Employee Check-In Checklist.
- Online System Guide that acts as a cheat sheet for leaders trying to learn the system.
- Feedback Training Guide that teaches leaders how to give constructive feedback respectfully.
- SMART Goals worksheet.
- Game that enables leaders to practice dealing with unmotivated employees.
- Document outlining new performance evaluation standards and criteria for employees.
- Checklist for performance reviews.

Implementation

Implementation Plan

Renewergy has decided to update its current performance management system to ensure that all employees are treated fairly, productivity improves and turnover is reduced. The most important goals of the performance management system are to clarify job responsibilities, enhance both individual and group productivity, aid in the development of employee capabilities, reinforce the company's core competencies, and improve communication between employees and managers. By keeping the leadership team and employees informed about current business goals, the company will continue to foster engagement and allow employees to enhance their skills to produce the highest quality of work.

Renewergy has listed the objectives below:

- Offer open office hours to allow employees the opportunity to express concerns.
- Schedule employee development training sessions on a quarterly basis as a way for employees to enhance skills.

To achieve the key objectives, Renewergy has designed a presentation plan that will introduce employees to the new PM framework and allow them to become comfortable with the software.

Implementation

To simplify the processes, Renewergy has created eight tasks to complete in order to effectively communicate the new framework:

- Why we are implementing a new system.
- A description of the rating process.
- The roles and responsibilities of both employees and managers.
- How employees can set individual goals.
- How managers can provide accurate evaluations.
- The importance of feedback.
- How to react appropriately to feedback.
- How to identify development needs.

Another step in our implementation process is to run a pilot test. By running the test, the performance management team will be able to make adjustments if needed. Our overall mission is to have the new system run efficiently. By testing on a small sample of employees, we will be able to make changes without disrupting the entire organization. Lastly, the pilot test will allow the performance management team to see if managers and employees understand and support the system.

Setting aside allotted time to communicate with employees is crucial in reducing turnover. Renewergy has decided to have each member of the leadership team dedicate an hour or two three times a week for office hours. These schedules will be posted in the break room for all employees to view and members of the leadership team must

Implementation

When implementing the new performance management system, Renewergy plans to monitor the progress of the updated system's effectiveness by holding face-to-face quarterly reviews with employees. Each of these one-on-one sessions will include a member from the leadership team and an employee. This will give our employees the opportunity to express any concerns they are feeling with the new update. During these quarterly review sessions, the member of the leadership team will ask six questions pertaining to the new performance management system. Renewergy plans on incorporating a specific set of questions to have an idea of how our employees are understanding the objectives of a performance management system. Brian McDowell, author of "How to Implement an Effective Performance Management System," suggests using these six questions:

- Can you outline what your objectives are within the organization?
- What is this organization's strategy-how does your function fit into that?
- How well would you describe that you are doing in line with the direction of the overall and individual strategies?
- What are your priorities in terms of what to achieve in the coming quarter?
- How well equipped are you to deliver those goals?
- What do I, as leader, need to do to help you achieve those goals?

Implementation

Key performance indicators are used to measure and evaluate the success of an organization or an employee. Renewergy plans on tracking KPI's once the updated PM system is in place. This will allow Renewergy to measure the success of individual projects created by employees and the overall status of the organization in reaching target goals.

Types of KPI's that will be measured include:

- Average time to complete task.
- Increase in number of clients.
- Turnover rates.
- Employee satisfaction rates.



Implementation

Communication Matrix

Roll-Out	Activity	Goals
Week 1	Companywide Presentation	<ul style="list-style-type: none">• Inform employees of new system and organizational changes
Week 2	Create new performance system FAQ website	<ul style="list-style-type: none">• Answer questions about the system• Provide additional details to those unable to attend the presentation
Week 3	Pilot-test the new system	<ul style="list-style-type: none">• Determine strengths and weaknesses of the new system
Week 4	Train employees and supervisors	<ul style="list-style-type: none">• Educate Renewergy employees on the new standards and how to maximize the benefits
Week 5	Offer office hours for employees to voice their concerns	<ul style="list-style-type: none">• Establish an open-door policy to allow for transparency
Week 6	New system goes live	<ul style="list-style-type: none">• Smoothly implement the new system

Implementation

Week One:

A companywide presentation will be held to introduce the new performance management system, allowing employees to become comfortable with the new evaluation framework. In order to effectively communicate what the new changes will consist of, the presentation will be outlined with eight key objectives.

Week Two:

A companywide email will be sent to all Renewergy employees reminding them of the upcoming changes being made. In combination with the email, a link to the new performance management system web page will be included. This will further explain how the new system will be used and what the evaluations will consist of. The goal is to slowly introduce employees to the changes being made at Renewergy so when the new system is implemented, they will already be familiar with it.

Week Three:

A small group of employees and managers will be testing out the new system. The benefit of pilot testing is to clear up any confusion with the evaluations and to ultimately make the system more successful and efficient.

Implementation

Week Four:

Managers will be trained on how to accurately use the new system. This in-class training will act as seminar, allowing managers to ask any questions that they may have. Employees will also be trained on how to effectively and appropriately receive criticism about their job performance. The main goal of performance reviews is to help employees understand where they may need improvement and to reward them for their successes.

Week Five:

Renewergy will offer set office hours for employees to come and voice their concerns. If employees feel as though they are being heard, they are more likely to adopt the new changes. They also will not resent upper management, as they provided a space for them to voice their opinions.

Week Six:

Send out a companywide email to inform employees that the new performance management system has gone live.

Implementation

Sample Email

TO: Renewergy Employees
FROM: Performance Management Team
CC: Human Resources

We are excited to announce the launch of the new performance management system at Renewergy. The implementation of this system will slowly take place over the next six weeks and we are committed to making the transition for employees and managers as smooth as possible. As previously outlined in the company wide presentation last week the key components of this new system are:

- Clarify job responsibilities
- Enhance both individual and group productivity
- Aid in the development of employee capabilities
- Reinforce the company's core competencies
- Improve communication between employees and managers

We will begin pilot testing this new system in the coming week to ensure that the system works effectively and successfully. In an effort to answer any employee questions, a web page has been created further explaining the new system ([click here to learn more](#)).

Change within a company can be overwhelming but we would really appreciate your patience during the implementation process. Your efforts are important to the success of the company and we at Renewergy value and respect any concerns you may have. An update email will be sent out informing employees of when open office hours will take place where they are free to speak to Human Resources if concerns still exist.

Thank you for your time and we look forward to working with all of you through this process.

Best,

The Performance Management Team

Implementation

Implementation Review

The Performance Management Team pilot-tested the performance management system before Renewergy shut down to install the new software. We asked project members of Hiring for Diversity & Inclusion and New Product Line to test out the new layout for employee performance and provide us with feedback. By testing with a handful of employees in Renewergy, we gained a better understanding of the best way to design our system to ensure that our message is communicated effectively between employees and supervisors.

Performance Management felt that the best way to have employees test our new system was to design a website specifically tailored to the employees of Renewergy with a section for performance management criteria.



Implementation

On the website, we created two separate performance evaluations. The first evaluation was intended for supervisors to use to when reviewing their employees. The second assessment was given to employees to evaluate their supervisors. After both employees and supervisors completed the check-in, the team evaluated their feedback. There was a trend affirming that the website served as the best source for keeping all evaluation information maintained in one place. Members of Renewergy also agreed the site was easy to navigate, provided an abundance of helpful information, and thoroughly explained the goals that the team set out to accomplish.

After completing the evaluations, employees noted that they appreciated the short and concise sections, but they wished the questions were phrased differently. Five sections were originally created, entitled Quality of Work, Work Habits, Attitude, Job Knowledge/Skills, and Communication. The team designed the assessment with each section containing only one question to ensure that it would neither be too long nor cause employees to lose interest. However, one employee's comments indicated that the evaluation asked too many questions within one broader question. They suggested that we separate the longer questions so that employees could more accurately answer them and provide a more accurate review.

Implementation

After considering the feedback from the two project teams, the performance management team has decided to update our evaluations. In the update, employees will see five more questions on the review, creating a total of ten questions with two questions per section. While the evaluation will be slightly longer, ten questions will give employees a more accurate sense of how they are performing. By breaking the broader questions down, more specific answer choices for each individual question will be available. Once these changes are implemented, new feedback will be collected to allow the team to determine new focus areas.



Employee Learning Objectives

The Performance Management Team at Renewgy came up with the following competencies that every employee should exhibit:

- Quality of Work
- Work Habits
- Attitude
- Level of Knowledge
- Communication Skills

Through our updated PM system, this will allow employees to review these competencies during training and allotted office hours with supervisors to help them succeed to their fullest potential in their position.

Supervisor Check-in

Budget

Annual Budget

Spring 2018

100	Salaries and Benefits	
101	Senior Performance Management Specialist	\$78,000.00
102	Associate Performance Management Specialist	\$65,000.00
103	Entry Level Performance Management Coordinators	
	(2)	\$104,000.00

	Total:	\$247,000.00

200	Operational Costs	
201	Paper	\$500.00
202	Supplies, Postage, Mailing	\$450.00
203	Insurance	\$0.00

	Total:	\$950.00

300	General Services	
301	IC Print Services	\$240.00

	Total:	\$240.00

Budget

400 Overhead	
401 Office Space	\$28,800.00
402 Utilities	\$2,640.00
403 Information Technology (Voice)	\$4,800
404 Information Technology (Computers)	\$480.00
	<hr/>
Total:	\$36,720.00
500 Capital	
501 Laptop replacements	\$2,933.33
502 Software Updates	\$4,000.00
503 Water dispenser	\$180.00
504 Coffee and supplies	\$500.00
	<hr/>
Total:	\$7,613.33

Budget

600 Professional Development	
601 Professional Conferences	\$17,880.00
602 Professional Memberships	\$1,400.00
603 Books and Personal Development	\$250.00

Total:	\$19,530.00

Grand Total:	\$312,253.33

Budget

Backup Data

100- Salaries and Benefits

Salaries	Benefits (30% of salary)	Total Cost
Senior Performance Management Specialist \$60,000.00	\$18,000.00	\$78,000.00
Associate Performance Management Specialist \$50,000.00	\$15,000.00	\$65,000.00
Entry Level Performance Management Specialist \$40,000.00	\$12,000.00	\$52,000.00
Entry Level Performance Management Specialist \$40,000.00	\$12,000.00	\$52,000.00

300- General Services

IC Print Services \$10 per printed book * 4 people on team * 6 projects per year	\$240.00
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Budget

400- Overhead

Office Space \$600 per month * 12 months 3 offices and 1 conference room	\$28,800.00
Utilities (Offices) \$40 per month * 12 months 3 offices	\$1,440.00
Utilities (Conference Rooms) \$100 per month *12 months 1 conference room	\$1,200.00
Information Technology (Voice) \$100 per month *12 months 4 voicemail and business lines	\$4,800.00
Information Technology (Computers) \$10 per month*12 months 4 computers	\$480.00

Budget

500- Capital

Laptop Replacements

4 people * \$2200 replacements * 1/3 of laptops

\$2,933.33

600- Professional Development

Professional Conferences

4 people * (1200 registration fee + 500 airfare + 2400 hotel charges + 320 food + 50 transportation)

\$17,880.00

Professional Memberships

4 memberships * \$350 per year

\$1,400.00

Conclusion

Our updated Performance Management System is designed to be clear, concise, and visually appealing, allowing employees to create a stronger relationship with their supervisors. To stand out from other performance management systems, we have specifically tailored our software to foster two-way communication, giving employees and supervisors the opportunity to learn and develop from each other. By offering open office hours, employees and supervisors will be able to voice concerns in a private environment while discussing the goals Renewergy wants to achieve. The implementation of this system improves employee productivity, reduces turnover, and increases employee engagement, providing a safe workplace foundation where skills can be developed to their fullest extent.

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