PEOPLE LEADER FORUM

January 28, 2025

GT | Human Resources

HR Strategic Priorities
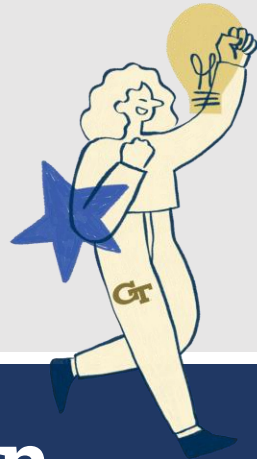

Learn

Earn

Grow
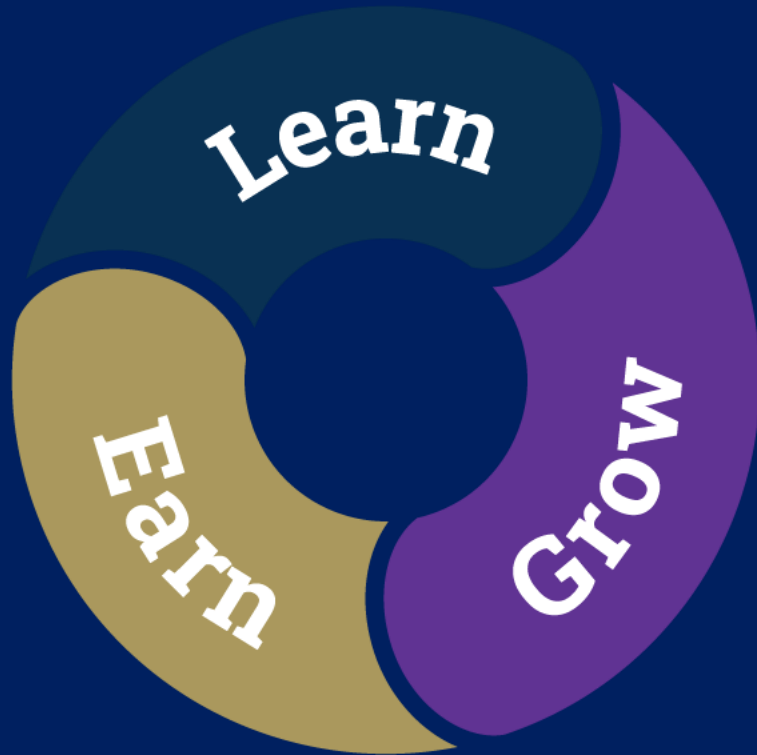
Mission

Partner with Georgia Tech's colleges and business units to maximize the potential of our greatest strength — **our people**, while supporting their well-being. We are committed to attracting, advancing, and celebrating our global and inclusive workforce, while providing exceptional HR services.

Vision

Support Georgia Tech to become a leading employer of choice where our people thrive and feel included, supported, and valued. To achieve our goal, we will serve as a trusted, collaborative partner for all stakeholders.

HR Strategic Framework

STRATEGY ROOTED IN OUR MISSION & VALUES

Learn

Earn

Grow

Build customized development programs that enable career progression and skill enhancement

Recognize and reward exemplary work practices

Create an inclusive workplace where our people can thrive and excel in their career journey

GTHR Strategic Plan

https://hr.gatech.edu/managers/

THE PEOPLE LEADERS WEBSITE has a smorgasboard of resources at your disposal. As leaders, this is the place to go when asking questions about talent, hiring, compensation, well-being, and more.

Agenda

Well-being Moment

Gallup Q12 Survey

Performance Management

Announcements

GT | Human Resources

C.A.L.M.

Connect

Adjust

Let Go

Meditate/**M**ove

People Leader Townhall

GT | Human Resources

Gallup Q12

Diamond Ford, Tim Hodges

EMPLOYEE ENGAGEMENT

The Georgia Institute of Technology

—

TIM HODGES, PhD
SENIOR CONSULTANT

Maximizer® | Relator® | Belief® | Woo® | Positivity®

GALLUP®

Engagement Segments Within the Georgia Institute of Technology

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.

44%
ENGAGED

Engaged employees are **highly involved in and enthusiastic** about their work and workplace. They are psychological "owners," drive performance and innovation and move the company forward.

45%
NOT ENGAGED

Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.

11%
ACTIVELY DISENGAGED

Actively disengaged employees aren't just unhappy at work — they are **resentful** that their needs aren't being met and are **acting out their unhappiness.** Every day, these workers potentially undermine what their engaged coworkers accomplish.

GALLUP'S HIGHER EDUCATION – R1 INSTITUTIONS DATABASE

42%
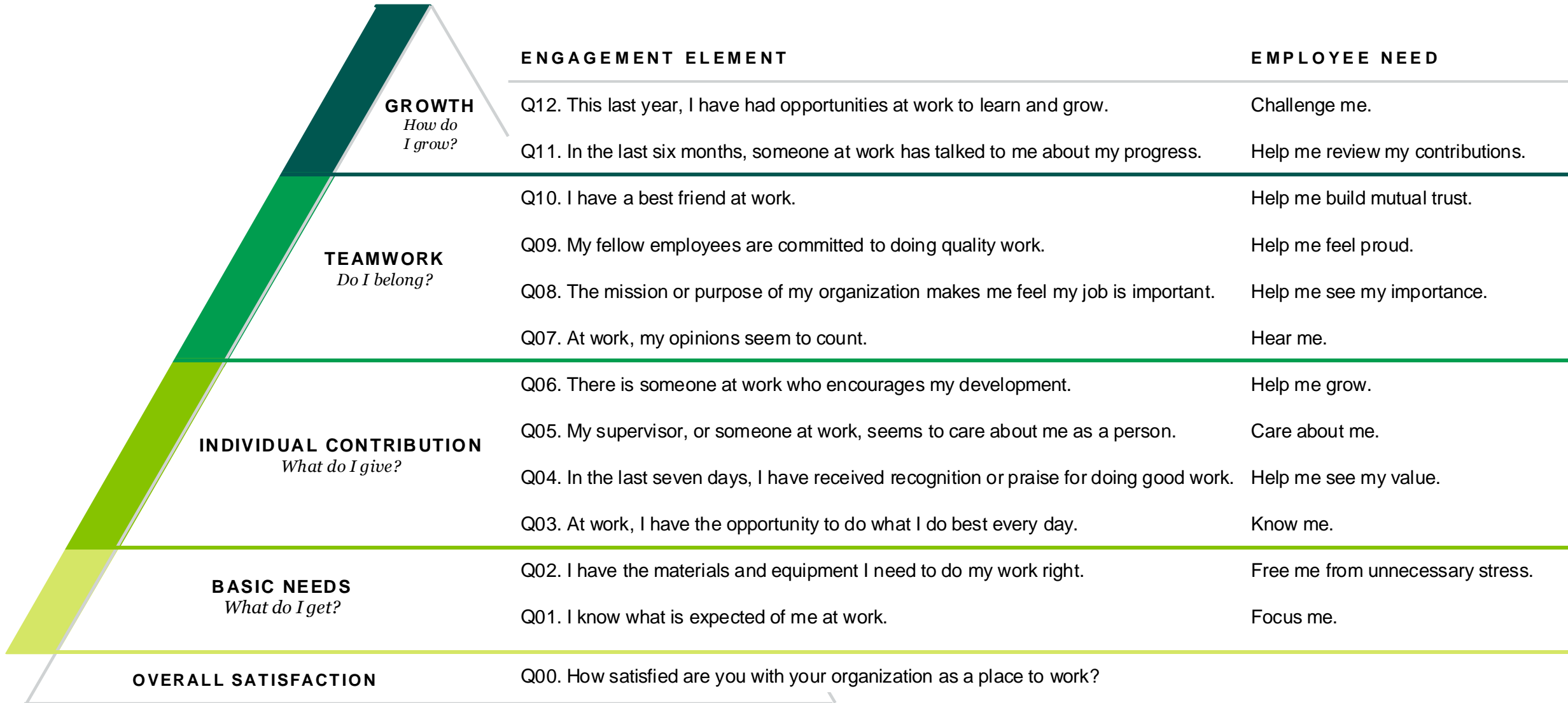### ENGAGED

44%
NOT ENGAGED

14%
ACTIVELY DISENGAGED

Note: Percentages based on Gallup's 2024 Q^{12} Education – Postsecondary/Higher Education – R1 Institutions Engagement Index Database.

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of Technology | GALLUP

The Items That Matter for Engagement — Gallup's Q¹²®

	ENGAGEMENT ELEMENT	EMPLOYEE NEED
GROWTH *How do I grow?*	Q12. This last year, I have had opportunities at work to learn and grow.	Challenge me.
	Q11. In the last six months, someone at work has talked to me about my progress.	Help me review my contributions.
TEAMWORK *Do I belong?*	Q10. I have a best friend at work.	Help me build mutual trust.
	Q09. My fellow employees are committed to doing quality work.	Help me feel proud.
	Q08. The mission or purpose of my organization makes me feel my job is important.	Help me see my importance.
	Q07. At work, my opinions seem to count.	Hear me.
INDIVIDUAL CONTRIBUTION *What do I give?*	Q06. There is someone at work who encourages my development.	Help me grow.
	Q05. My supervisor, or someone at work, seems to care about me as a person.	Care about me.
	Q04. In the last seven days, I have received recognition or praise for doing good work.	Help me see my value.
	Q03. At work, I have the opportunity to do what I do best every day.	Know me.
BASIC NEEDS *What do I get?*	Q02. I have the materials and equipment I need to do my work right.	Free me from unnecessary stress.
	Q01. I know what is expected of me at work.	Focus me.
OVERALL SATISFACTION	Q00. How satisfied are you with your organization as a place to work?	

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Gallup's Q¹²® Item Analysis

			%1	%2	%3	%4	%5	CURRENT MEAN	PERCENTILE
	Q00.	Overall Satisfaction		6%	21%	46%	25%	3.87	90th
GROWTH How do I grow?	Q12.	Learn and Grow	5% 6%	14%	29%	46%		4.05	98th
	Q11.	Progress	11%	9%	16%	27%	37%	3.71	74th
TEAMWORK Do I belong?	Q10.	Best Friend	21%	15%	24%	20%	20%	3.03	18th
	Q09.	Quality		5%	17%	35%	41%	4.07	63rd
	Q08.	Mission		6%	14%	33%	44%	4.08	87th
	Q07.	Opinions	6%	8%	17%	32%	37%	3.87	98th
INDIVIDUAL CONTRIBUTION What do I give?	Q06.	Development	7%	8%	14%	27%	44%	3.94	94th
	Q05.	Cares		5%	11%	24%	57%	4.26	91st
	Q04.	Recognition	16%	12%	17%	24%	31%	3.40	71st
	Q03.	Do Best		6%	17%	35%	39%	4.02	74th
BASIC NEEDS What do I get?	Q02.	Materials			13%	34%	46%	4.18	89th
	Q01.	Expectations			10%	33%	53%	4.34	75th

Note: Numerical values shown when 5% or higher. Due to rounding, some totals may sum to 100%, +/-1. Percentiles based on Gallup's 2024 Q¹² Education – Postsecondary/Higher Education – R1 Institutions Organization Level Database. The engagement survey utilizes a 5-point scale with 1=Strongly Disagree and 5=Strongly Agree. For each question, employees have the option to also select "Don't know" or "Does not apply".

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Engagement Cascades

Engagement typically cascades from the top down throughout an organization. The goal is to minimize the large gaps between each level.
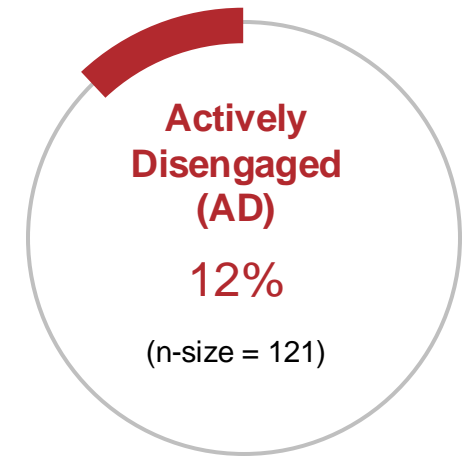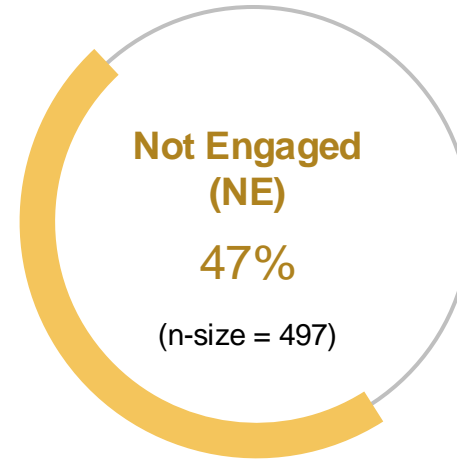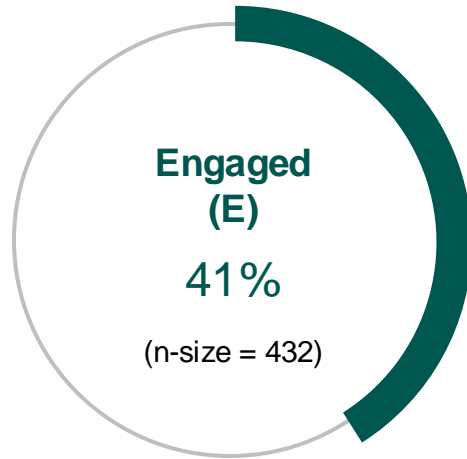
	N SIZE	GRANDMEAN	PERCENTILE
Executives	50	4.17	71st
Managers	1,216	3.86	44th
Individual Contributors	3,351	3.93	50th

-0.31

-0.24

+0.07
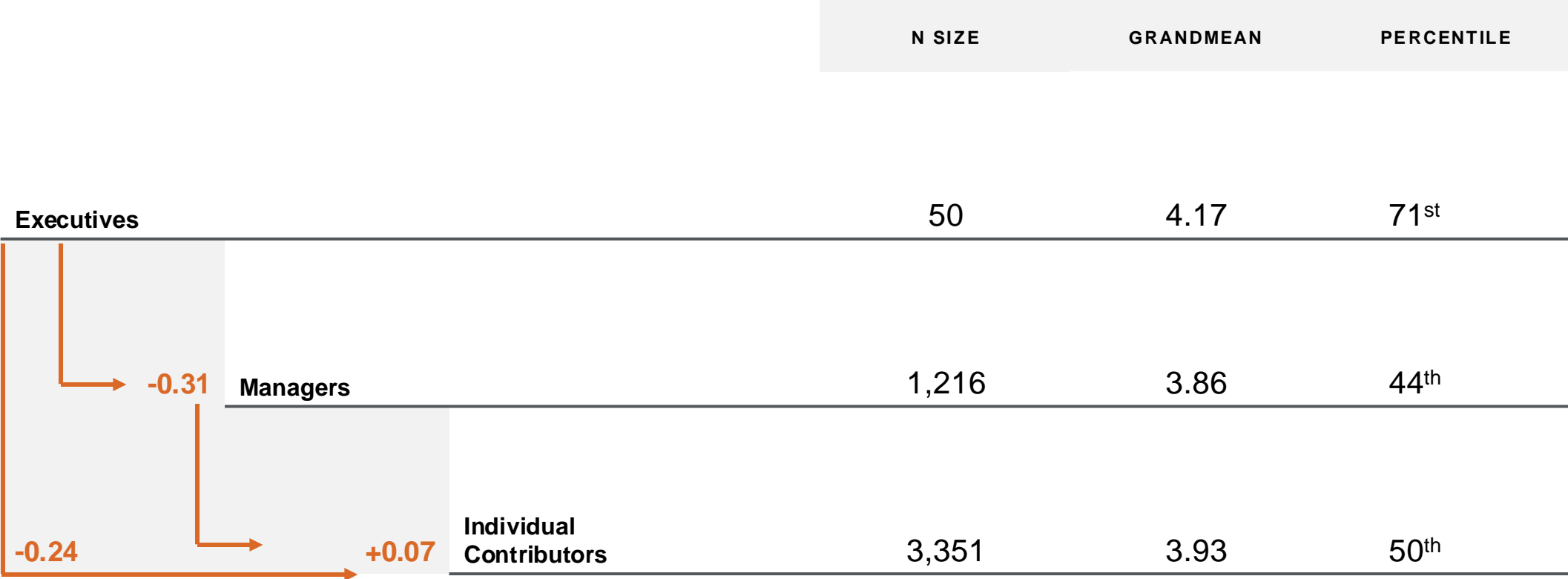
Note: Percentiles based on Gallup's 2024 Q^{12} Education – Postsecondary/Higher Education – R1 Institutions Workgroup Level Database

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The Impact of Manager Engagement on Team Engagement

WHEN MANAGERS ARE:

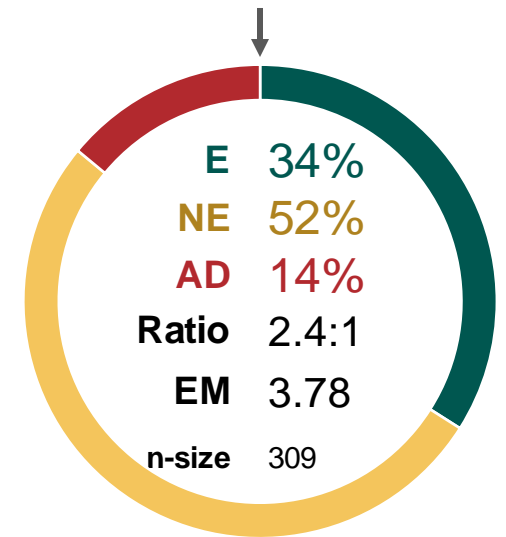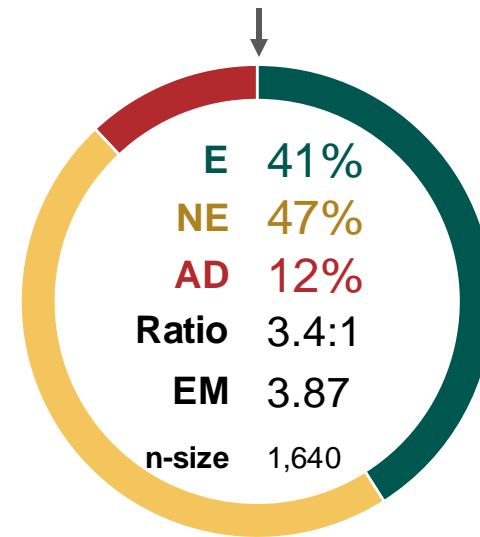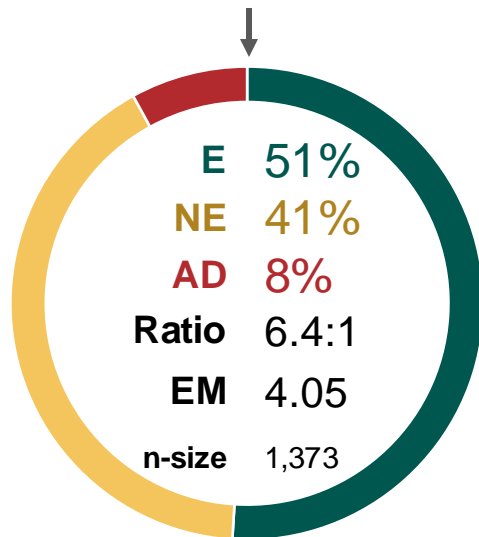**ENGAGEMENT MEAN (EM)**

Engaged (E)	4.58
Not Engaged (NE)	3.64
Actively Disengaged (AD)	2.41

Engaged (E)
41%
(n-size = 432)

Not Engaged (NE)
47%
(n-size = 497)

Actively Disengaged (AD)
12%
(n-size = 121)

THEIR TEAMS' ENGAGEMENT INDEX IS:

E	51%
NE	41%
AD	8%
Ratio	6.4:1
EM	4.05
n-size	1,373

E	41%
NE	47%
AD	12%
Ratio	3.4:1
EM	3.87
n-size	1,640

E	34%
NE	52%
AD	14%
Ratio	2.4:1
EM	3.78
n-size	309

Note: Due to rounding, percentages may sum to 100% +/-1%; Analysis only includes Managers with at least 1 team member with valid survey results.

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Managers Are Key to High Engagement

Although world and work environments have changed, human nature hasn't. Employees need exceptional leaders who act as coaches to help keep engagement high.

THE PAST		OUR FUTURE
My Paycheck	MOVING FROM BOSS TO COACH	**My Purpose**
My Satisfaction		**My Development**
My Boss		**My Coach**
My Annual Review		**My Ongoing Conversations**
My Weaknesses		**My Strengths**
My Job		**My Life**

70%
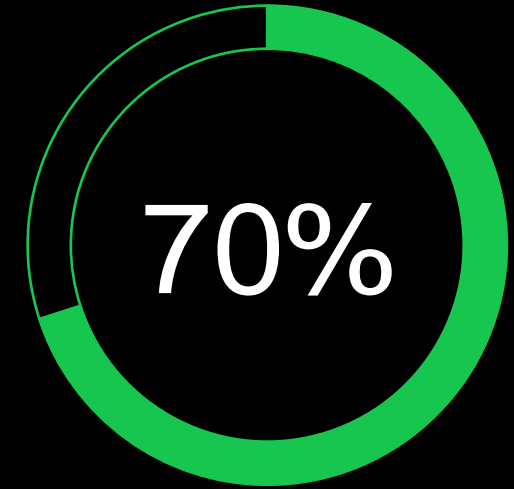
of the variance in team engagement is determined **solely by the manager.**

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Steps Toward Creating a Culture of Engagement

Team-level conversations, planning, and follow-through are the keys to improving engagement.

1 | **DISCUSS**

- What are the most important goals that our team is pursuing?
- What is interesting in our team's engagement results?

3 | **PLAN**

- What will success look like?
- What can we do to improve our engagement on the selected item(s)?

2 | **SELECT**

- Which items on the engagement survey are most relevant for our team?
- Which items can help us in our pursuit of our most important goals?

4 | **FOLLOW UP**

- Continue to check-in on progress towards the goals you set as a team.
- Ensure that engagement isn't an event, but a next step in the process of creating a great place to work and learn.

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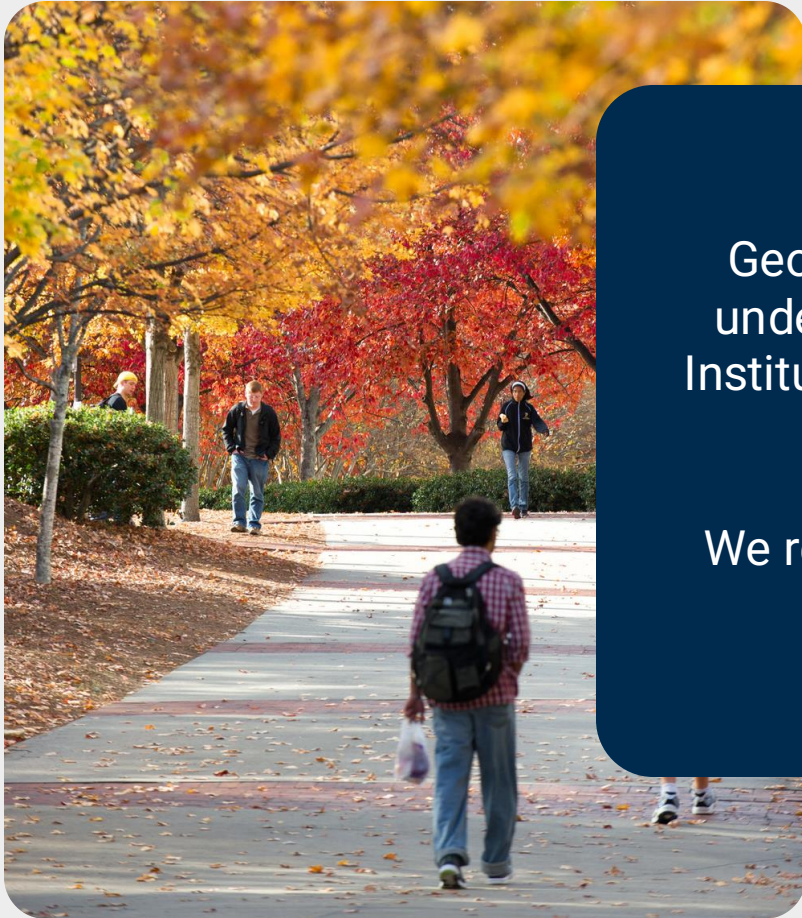
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Staff Performance Management

Adrienne Richardson, Asst Director HRBP

People Leader Forum

Human Resources

Performance Management Philosophy

Georgia Tech strives to provide an environment where **all** employees understand the impact their contributions have on the achievement of Institute goals **and** are provided the opportunity for ongoing professional growth.

We reinforce this belief through **strong performance management** that culminates in a review of annual performance.

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Living Our Values Every Day (L.O.V.E. GT)

Share the L.O.V.E.

The Living Our Values Every Day (L.O.V.E. GT) campaign advances the values that are central to the Georgia Tech strategic plan, which drives us to increase the impact we have in the world – through ambitious goals and bold actions.

To reach our goals, our community's actions must be firmly grounded in our shared values, including behaviors, practices, policies, processes, and rewards that demonstrate our commitment to Georgia Tech.

1. Students are our top priority
2. We strive for excellence
3. We thrive on diversity
4. We celebrate collaboration
5. We champion innovation
6. We celebrate freedom of inquiry and expression
7. We nurture the well being of our community
8. We act ethically
9. We are responsible stewards

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Georgia Tech Performance Management Cycle

Planning

Establish S.M.A.R.T goals

- Performance Values Based Goals
- Leader Competency Goals
- Career Development Goals

Managing

Year-Round Activities

Engagement between the managers and employee on progress towards successful completion of goals and expectations.

Review

Employee self-assessment and yearly performance evaluation discussion.

Reward

Year-Round Activities

Recognition and support of the employee's achievements

Reward through merit increases. When they are available, employees may receive an increase to their annual base pay in accordance with their overall performance rating.

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General Competency Matrix

General Competency Matrix				
EXCEPTIONAL	**STRONG**	**MEETS EXPECTATIONS**	**NEEDS IMPROVEMENT**	**UNSATISFACTORY**
Consistently Exceeds	**Consistently Meets/ Occasionally Exceeds**	**Consistently Meets**	**Inconsistently Meets**	**Consistently Fails to Meet**
Consistently demonstrates advanced competence in achieving performance objectives	Consistently demonstrates competence in achieving performance objectives and sometimes exceeds	Consistently demonstrates competence in achieving performance objectives	Inconsistently demonstrates competence in achieving performance objectives	Consistently fails to demonstrate competence in achieving performance objectives
Consistently demonstrates advanced competence in subject matter expertise	Consistently demonstrates competence in subject matter expertise and sometimes exceeds	Consistently demonstrates competence in subject matter expertise	Inconsistently demonstrates competence in subject matter expertise	Consistently fails to demonstrate competence in subject matter expertise
Consistently demonstrates advanced competence in strategic agility	Consistently demonstrates competence in strategic agility and sometimes demonstrates advanced strategic agility	Consistently demonstrates competence in strategic agility	Inconsistently demonstrates competence in strategic agility	Consistently fails to demonstrate competence in strategic agility
Consistently demonstrates advanced competence in working independently	Consistently demonstrates competence in working independently and sometimes demonstrates advanced competence	Consistently demonstrates competence in working independently	Inconsistently demonstrates competence in working independently	Consistently fails to demonstrate competence in working independently

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What are SMART Goals?

SMART is an acronym for Specific, Measurable, Achievable, Relevant, and Time-Bound.

Specific	Measurable	Achievable/Attainable	Relevant/Realistic	Time-Bound
Direct, Detailed, and Meaningful	Quantifiable to track progress or success.	Realistic to the tools and/or resources to attain it	Aligns with your organization's mission.	Deadline, target date
Who and what?	**By how much?**	**How?**	**Why?**	**When?**
What do you want to do?	How will you know when you've reached it?	Is it genuinely possible to achieve it?	Does it contribute to your organization's mission?	When exactly do you want to accomplish it?
Your goals are focused and identify a tangible outcome. Being more specific helps you identify what you want to achieve	Have a clear definition of success. This will help you to evaluate achievement and progress.	Your goal should be challenging but reasonable to achieve. Reflecting on this component can reveal any potential barriers that you many need to overcome to realize success.	Ensures that you're working towards goals that are worthwhile and meaningful.	Set realistic, ambitious end-date for task prioritization and motivation

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Creating Values-Based Goals

Establish two Values Based Performance Goals for 2025.

Performance Area aligned to Strategic Plan

+

Students are our top priority.

We are responsible stewards.

We strive for excellence.

We act ethically.

We thrive on diversity.

L.O.V.E. GT
Living Our Values Every Day

We nurture the well-being of our community.

We celebrate collaboration.

We safeguard freedom of inquiry and expression.

We champion innovation.

=

Values-Based Performance Goal

**minimum of two goals but expect more

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Values-Based Performance Goal Example Starters

Strive for Excellence Example:
- Improve the performance of **XX** by **XX** % by utilizing a **XX** in the next quarter.
- Decrease **XX** rate by **XX** % by the end of the year.
- Achieve **XX** through **XX** in the next quarter.
- Support the organizational initiative to **XX** through **XX** and contribute to improving the performance by 10% in the next 6 months.

We Celebrate Collaboration Example:
- Take a lead on improving the team's collaboration to improve overall team's performance by 10%
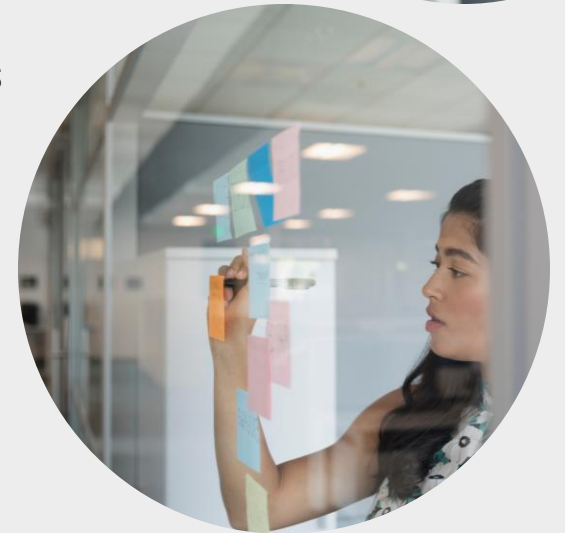
We Champion Innovation:
- Test a **XX** on a monthly basis to measure XX (customer satisfaction/performance/etc.)
- Automate **XX** in the next quarter.

Students are our top priority:
- Design a new process to **XX** and improve xx for Students in the next 6 months.

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SMART Values-Based Goal

GT Value: Develops Self & others

 # Values-Based Goal concept | S.M.A.R.T.

- Specific:

- Measurable:

- Attainable:

- Relevant:

- Time-Bound:

SMART GOAL STATEMENT:

SMART Leader Competency Goals

COMPETENCIES	ACTS STRATEGICALLY	DEMONSTRATES INCLUSIVITY	EXHIBITS SOCIAL INTELLIGENCE	DEVELOPS SELF AND OTHERS
DIMENSIONS	Vision Innovation & Change Prioritization & Decision Making Implementation Risk Taking	Courage Psychological Safety Belonging Bias Awareness Judgement Respect	Trust and Vulnerability Empathy Communication Cultural Awareness Builds Relationships	Conflict Management Feedback & Motivation Performance & Growth Self-Awareness Resilience
VALUES	Students are our top priority We strive for excellence We champion innovation We are responsible stewards	We thrive on diversity We celebrate collaboration We act ethically We safeguard freedom of inquiry and expression	We thrive on diversity We nurture the well-being of our community	We celebrate collaboration We safeguard freedom of inquiry and expression

Human Resources

SMART Goal for Leaders

Leader Competency: Developing Self and Others

Dimension: Feedback and Motivation

#1 Goal concept: Building an environment where employees are seen and valued that includes recognition.

- **Specific:** I will intentionally focus on building a psychologically safe environment by highlighting and valuing individual and team accomplishments.

- **Measurable:** I will give a quick 4-question pulse check survey twice a year to see if my team feels valued and appreciated.

- *Do you feel that staff are recognized when going above and beyond? Do you feel valued and appreciated? Are you satisfied with the amount of recognition you receive at work? Do you understand what type of behavior is recognized in this department?*

- **Attainable:** All of my team members currently use the Microsoft Teams platform. I can leverage this platform to provide team and individual praise. I can schedule reminders to post team accomplishments and send individual praise weekly.

- **Relevant**: Our institute is focused on building a psychologically safe environment. One of our nine values is to celebrate collaboration. Informal and formal recognition helps foster positive employee mental health and well-being.

- **Time-Bound:** I will post Teams accomplishments and send individual praise weekly and measure the success of my strategy every six months.

SMART GOAL STATEMENT: I will intentionally focus on cultivating an environment where employees feel equally seen and valued by doing a pulse check survey twice a year to gain insight if my team feels valued and appreciated. The Teams praise platform will be used to post team accomplishments and set reminders weekly. Success will be reviewed and measured weekly.

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Performance Evaluation Timeline

Performance Evaluation Resources

Self-Assessment

Resources:
- Self-Assessments Step-by-step guide (Employees & Supervisors)
- Self-Assessments & Annual Evaluations Course
- Self-Assessments Video Demo

Additional Resources:
- The Purpose of Performance Management Self-Assessment
- Self-Assessment FAQs

Annual Evaluation

Resources:

- Performance Evaluation Process Overview

- Annual Evaluations Step-by-Step Overview for Managers

- Annual Evaluations Step-by-Step Overview for Employees

- Annual Evaluation Process Demo

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Performance Evaluation Resources

Goal-Setting

Resources:
- To assist you in setting and assessing your team's SMART Goals, we have compiled tools and resources you can refer to.
  - o Complete the Goal Setting Training – Log into your Genius account and search for the "Performance Management @Tech: Goal Setting" course.
  - o Download the guide on How to Submit Goals in the Performance Management @Tech System.
  - o Download the guide on How to Review and Approve Submitted Goals (Supervisors)
    - •**Complete Goal Setting**

Probationary Period

Resources:

- Probationary Period Evaluations Demo
- Probationary Period Evaluation Course
- Probationary Period Evaluations – Process Outline
- Probationary Period Evaluation FAQs

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Announcements

Subtitle information for this section

GT | Human Resources

EVENT 1
National Mentoring Month

January is National Mentoring Month, and Georgia Tech empl[oyees] mentoring program, MentorTech, to maximize their career development this year.

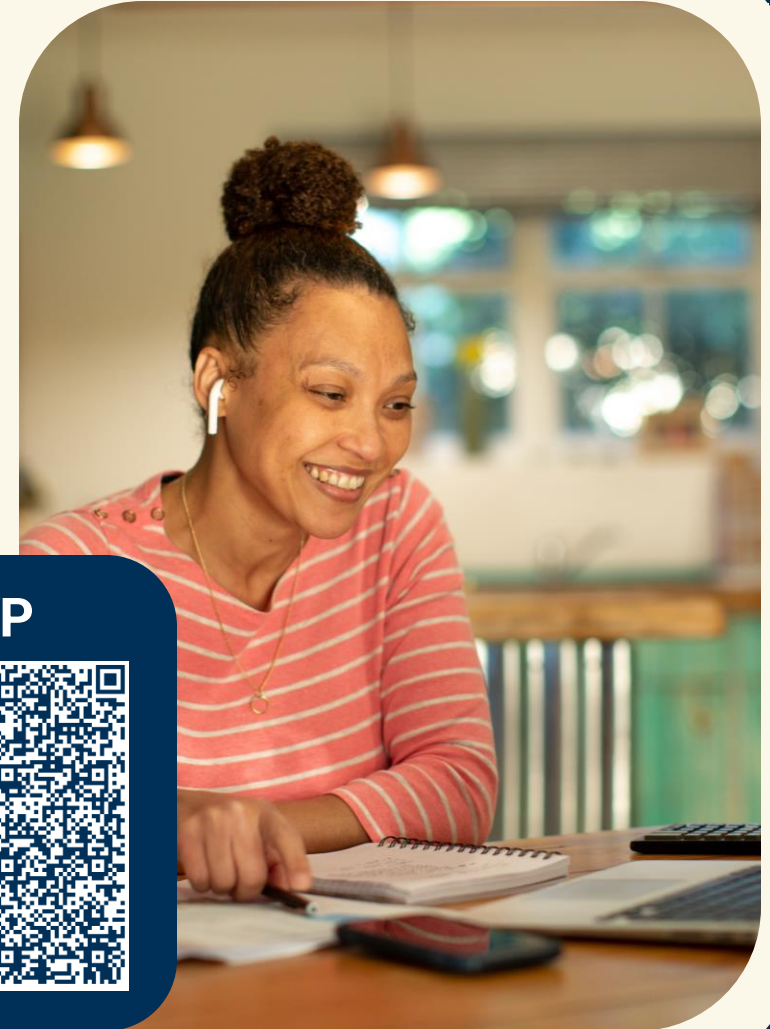**Register by Friday, Jan. 31**

Click here or scan the QR code

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EVENT 2
PM@Tech – Info Sessions

Get ready for the Performance Evaluation Info sessions:
- **Wednesday, Feb. 5 @ 1 p.m.**
- **Thursday, Feb. 6 @ 10 a.m.**

<u>Click here</u> or scan the QR code

RSVP

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EVENT 3

2025 Staff Awards

Nominate an outstanding team member today! Winners will be recognized at the Faculty and Staff Honors Luncheon on Friday, April 25

Nominations close Sunday, Feb 16

Click here or scan the QR code

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EVENT 4

Leading @Tech In-Person Info Sessions

A comprehensive learning program for people leaders to build capabilities in management practices, leadership effectiveness, engagement and well-being.

Thursday, February 20 | 3 – 4 p.m.
Student Center Rafael Bras Room

RSVP

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For employees

Education Assistance: Applying for TAP & STRAP

Learn more about the Tuition Assistance Program (TAP) and the Staff Tuition Reimbursement Assistance Program (STRAP) including eligibility, important deadlines, and how to apply.

Tuesday, Feb. 18 | 3 – 4 p.m.
Thursday, Feb. 20 | 10 - 11 a.m.

Scan the QR code to register!

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For managers and people leaders
Education Assistance: TAP & STRAP

These virtual sessions will inform managers about the Tuition Assistance Program (TAP) and the Staff Tuition Reimbursement Assistance Program (STRAP) process including how to approve applications in ServiceNow.

Tuesday, March 4 | 10 – 11 a.m.
Thursday, March 6| 2 – 3 p.m.

Scan the QR code to register!

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Q&A

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