

Making the Performance Evaluation Process Meaningful

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Objectives

- **Designing a Meaningful Performance Management Process**
 - 90 Day Probationary Evaluation
 - Annual Performance Evaluation & Policy
 - New Electronic Workflow
- **Integrating our University Values**
- **Understanding how Engagement Relates to Performance**
 - SMART Goals
 - Supervisor's Responsibility
 - Why Employees Sometimes Fail to Meet Goals
- **Delivering Feedback Effectively**
- **Discussing the Overall Performance Ratings**

Designing a Meaningful Performance Management Process

Timing	Activity
July, 2015	Supervisory Training Series & Admin. Prof. Forum developed
Sept. 17, 2015	Performance Improvement Plan and Process redesigned
Oct. 1, 2015	90 Day Probationary Evaluation created and rolled out
Nov. 1, 2015	<i>CarrollSTAR</i> Employee Recognition Program begins
Jan. 7, 2016	Annual Performance Evaluation policy approved
May 4, 2016	New Paper Annual Performance Eval. available on HR website
May 13, 2016	Positive Corrective Action Policy approved
May 25, 2016	Annual Performance Evaluation training sessions begin
July 1, 2016	90 Day Probationary Evaluation automated via OnBase
Aug. 15, 2016	Annual Performance Evaluation Automated via OnBase

Designing a Meaningful Performance Management Process

- [90 Day Probationary Evaluation](#)
- [New Annual Performance Evaluation Policy](#)
- [Annual Evaluation](#)

New Electronic Workflow

Begins August 15, 2016



Evaluation Details

- **Probationary Evaluation** kicks off 15 days before New Hire's 90 Day Anniversary
- **Exempt Annual Evaluation** kicks off on August 15. Due October 15
- **Non-Exempt Evaluation** Starting on August 15, kicks off on employee's anniversary date. Due within 2 weeks.

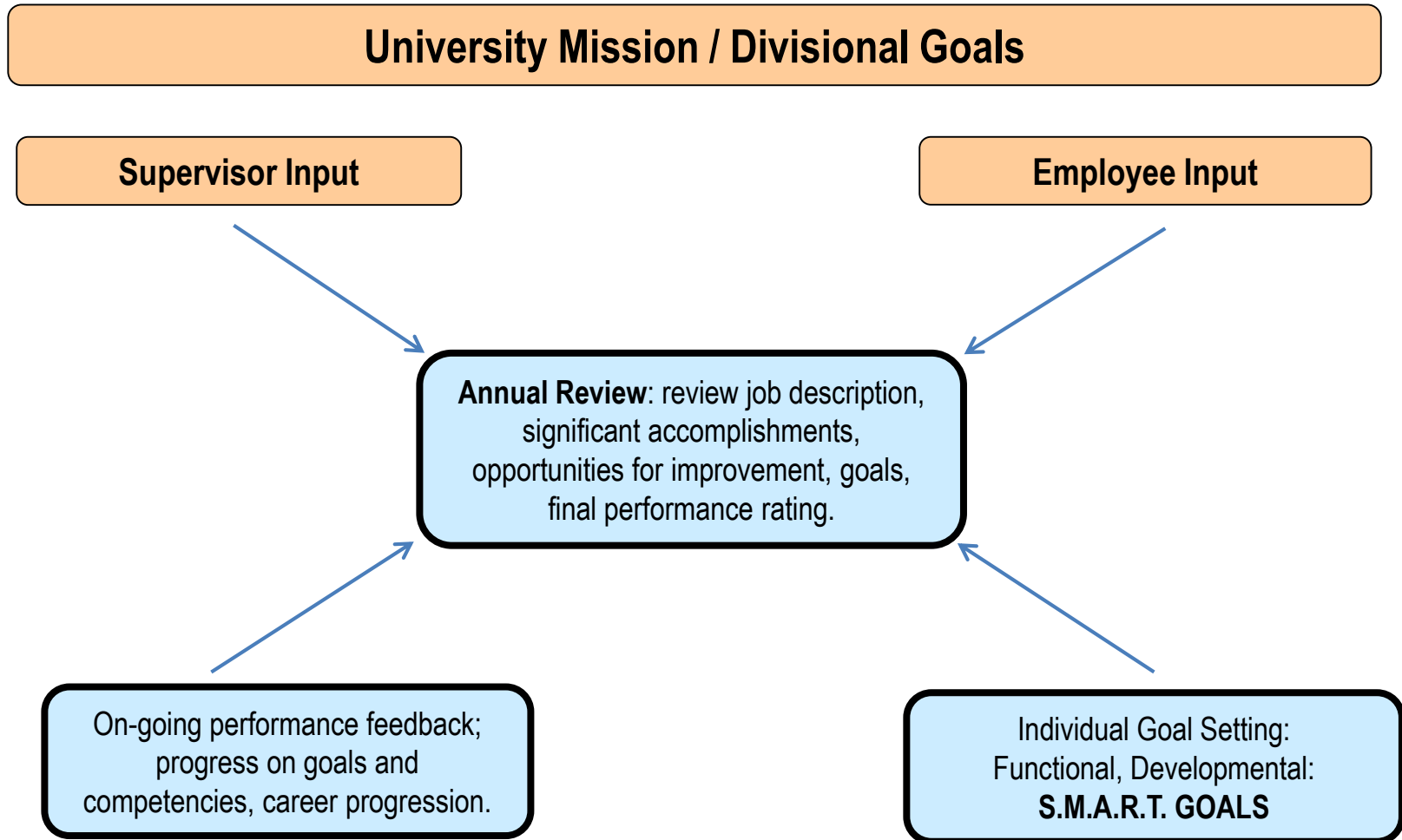
New Electronic Workflow

Begins August 15, 2016

- **Exempt (Salaried):** August 15 – October 15
 - All evaluations due on October 15, 2016
 - Paper form available for “special circumstances.”
- **Non-Exempt (Hourly):** Employee’s Univ. Anniversary Date
 - Starts on August 15, 2016
 - Employees may request an interim evaluation
 - December 1, 2016 several employees will change status
 - If you completed annual performance evaluation within the past 12 months, wait until next anniversary date.

New Electronic Workflow

Begins August 15, 2016



University Values

Outstanding **Teamwork & Collaboration**

Enhancing the **Student Experience**

Striving for **Excellence**

Promoting an **Inclusive Community**

Leadership Excellence

Demonstrating **Service in Solidarity**

Innovative **Solutions & Creativity**

Performance & Engagement *Relationship*

- **Performance:**
 - How do you define?
 - How do you measure?
- **Results**
 - How often do you communicate?
 - Why do you communicate?
 - What ways do you communicate?
- **Engagement**
 - What is it?
 - How do you know when employees are engaged?

Performance & Engagement

Relationship

Performance Management is...

- an ongoing process where supervisors and employees work together to plan, monitor, and review an employee's **achievements, opportunities for improvement, goals and professional development.**
- comprised of frequent informal conversations including coaching, feedback and support regarding employees work, needs and accomplishments related to the duties and expectations of their positions.

Performance & Engagement

Goals are *SMART*

- **Specific** – Achieve a certain outcome, acquire certain knowledge, complete a particular type of project or task.
- **Measurable** – Verifiable in terms of speed, time, cost, quality or quantity.
- **Attainable** – Challenging but reachable.
- **Relevant** – Aligned with areas of focus, performance improvement needs, personal priorities and limitations.
- **Time limited** – Deadline or time frame for completion.

Performance & Engagement

Supervisory Responsibility

- Providing on-going formal and informal feedback on performance, goals and results.
- Addressing performance issues with timely, honest and constructive feedback.
- Setting clearly defined and realistic goals with the employee.
- Documenting the review and feedback discussions.

Performance & Engagement

Why do employees fail to reach goals?

- Goals are too vague or unclear
- Lack of short term objectives or milestones
- Lack of engagement
 - Little or no supervisory feedback
 - Failure to track progress
 - Failure to recognize
 - Lack of accountability

Establishing Goals

Consider . . .

- Employees Strengths in terms of KSAs
- Levels of responsibility
- Readiness
- Developmental Plans
- Support needed to achieve career goal(s)

Delivering Effective Feedback

- **Specify Performance**
 - Provide specific examples
 - Avoid words like always or never
- **Describe Behavior**
 - Describe the behavior, explaining in detail what was observed
 - Don't make vague, general characterizations
- **Show the Impact**
 - Specify and clarify the impact on the organization

Delivering Effective Feedback

- **Keep it Simple**
 - Make direct statements, providing honest feedback
 - Avoid exploring reasons for the behavior
- **Structure the Feedback Session**
 - Schedule in advance
 - Provide a private setting , no interruptions
 - Ask for thoughts and reactions
 - Suggest constructive steps

Overall Performance Ratings

Consistently Exceeds Expectations: demonstrates an exceptional level of performance and consistently exceeds overall goals and expectations.

- Initiates and completes work beyond the agreed upon key performance areas and job responsibilities
- The work performance adds value, is done ahead of schedule and is of **excellent** quality
- All competencies have been demonstrated or developed in an **outstanding** manner
- The employee has made a **major contribution** to the success of the unit (e.g. team, department, school)

Overall Performance Ratings

Occasionally Exceeds Expectations: demonstrates a solid level of performance. Regularly meets, and occasionally exceeds, overall goals and expectations.

- Key performance areas and job responsibilities have been satisfactorily completed and occasionally exceed expectations
- Occasionally initiates and completes work beyond the agreed upon Key Performance Areas and job responsibilities
- Results are significant, on time and of good quality, sometimes exceeding quality expectations
- Relevant competencies have been satisfactorily demonstrated or developed and occasionally exceed deliverable standards

Overall Performance Ratings

Successfully Meets Expectations: solid level of performance and regularly meets overall goals and expectations.

- Key performance areas and job responsibilities have been **satisfactorily** completed
- Results are significant, on time and of good quality
- Relevant competencies have been satisfactorily demonstrated or developed
- Employee's work has contributed to the success of the unit

Overall Performance Ratings

Meets Some Expectations: inconsistent levels of performance and may meet some goals and expectations, while not meeting other goals and expectations.

- **Some** of the key performance areas and job responsibilities have been satisfactorily completed
- **Some** of the results are significant, on time and of good quality
- **Some** of the relevant competencies have been satisfactorily demonstrated or developed
- **Some** of the employee's work has contributed to the success of the unit

Overall Performance Ratings

Does Not Meet Expectations: not meeting the job expectations and consistently fails to meet goals. Employee is placed on a *Performance Improvement Plan*.

- Many of the key performance areas and job responsibilities have not been completed
- Many of the results are not significant, not on time or of low quality
- A number of the relevant competencies have not been demonstrated or developed
- Overall, much of the employee's work has not contributed to the success of the unit

Review of the Process

- **Review job description**
 - Revise if necessary
 - Use new Job Description Template
- **Draft performance evaluation**
- **Discuss evaluation with employee**
 - Set goals
 - Calibrate evaluation as needed
 - Comment
 - Provide overall Rating
- **Review with next level supervision**
- **Sign & Submit to Human resources**

Thank you for all you do to make JCU a
great place to work



RICE

- **R**espect
- **I**ntegrity
- **C**ompassion
- **E**xcellence