

Making the Performance Evaluation Process Meaningful

Human Resources

North
Coast 

HONORING 99 GREAT WORKPLACES
FOR TOP TALENT IN NORTHEAST OHIO

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 began
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

- **Exempt (Salaried):** August 15 – October 31
 - All evaluations due on October 31, 2016
- **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



Evaluation Details

- **Probationary Evaluation** kicks off 15 days before New Hire's 90 Day Anniversary
- **Exempt Annual Evaluation** kicked 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.

Annual Evaluation Step 1 – Employee Completes and Saves Evaluation Form

Employee Information (automatically populated)

Employee's Name JAMES J KOHAN	Anniversary Hire Date 2/22/2016	
Employee's Title SR. PROJECT MANAGER	Department Information Technology Serv	Immediate Supervisor Name SULLY, JOHN

Accomplishments & Challenges (to be completed by Employee)

Accomplishments you achieved this review period related to the goals established last review period:

Challenges you encountered this review period & possible solutions:

Employee Strengths

Employee Strengths (to be completed by Employee) *

Employee Opportunities for Improvement

Employee Opportunities for Improvement (to be completed by Employee) *

Professional Growth & Development Plans

Please describe the plans you have for Professional Growth and Development (to be completed by Employee) *

- Only 5 fields for the Employee to complete
- Only shows fields needing to be filled out

Annual Evaluation Step 2 – Supervisor Reviews and Saves Evaluation Form

Accomplishments & Challenges (to be completed by Employee)

Accomplishments you achieved this review period related to the goals established last review period:

NOTE: these are related to the goals established during my 90 Day evaluation...

- successfully completed and launched two Workflows (90 Day Eval, IT Change Mgmt, Annual Eval)
- working on a more consistent schedule (in terms of arrival time)
- started learning Argos reporting and some PL/SQL Developer tools; worked on 2 reports (Financial Aid Awards for Faculty/Staff, ICORE Requirements list)
- 4 Hyland presentations discussing what we've done with OnBase here at JCU

Challenges you encountered this review period & possible solutions:

- being able to better define scope of a project and saying "enough's enough" at the appropriate time

Performance Indicators (to be completed by Immediate Supervisor)

1. Demonstration of JCU Mission: Demonstrates awareness of the mission, vision, and goals of the University through appropriate on the job behavior and interactions with others.

- Does Not Meet Expectations Meets Some Expectations Successfully Meets Expectations Occasionally Exceeds Expectations Consistently Exceeds Expectations

2. Job Knowledge: Has a clear understanding of the job and knowledge necessary to perform the assigned work.

- Does Not Meet Expectations Meets Some Expectations Successfully Meets Expectations Occasionally Exceeds Expectations Consistently Exceeds Expectations

3. Quality of Work: Completes all phases of work thoroughly, effectively and accurately. Sets priorities and achieves expected results and goals in a timely fashion.

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4. Quantity of Work: Accomplishes assigned work of a specified quantity within a specified period of time.

- Does Not Meet Expectations Meets Some Expectations Successfully Meets Expectations Occasionally Exceeds Expectations Consistently Exceeds Expectations

5. Inclusive Excellence: Actively promotes a culture of inclusive excellence; supports or improves diversity of the faculty, staff and student body.

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- **Supervisor fields are visible**
- **Lowest two ratings and highest rating require supervisor comments**

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Please provide comments as to how this employee does not meet expectations.

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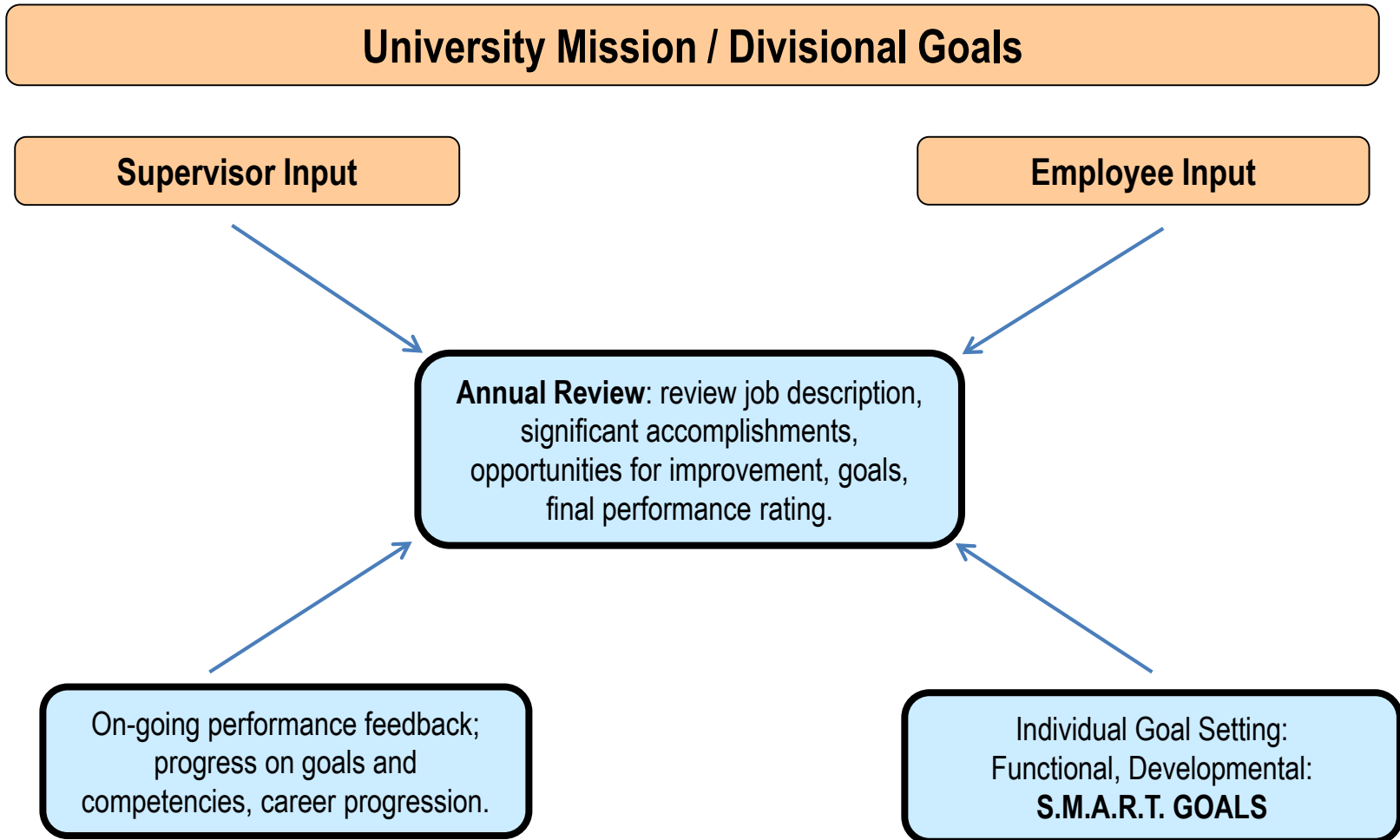
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New Electronic Workflow

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 achievable / reachable.
- **Relevant** – Result-based and aligned with areas of focus, performance improvement needs, personal priorities and limitations.
- **Time Sensitive**– 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

Performance & Engagement

Critical States that make Work Satisfying

- 1. Meaningfulness of Work** – degree to which how work tasks are viewed
- 2. Responsibility for Outcomes** – degree to which employees feel they are key drivers for the quality of the unit's work.
- 3. Knowledge of Results** – extent to which employees know how well (or poorly) they are doing.

Establishing Goals

Consider . . .

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

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

the CARROLL
STAR
SPECIAL THANKS AND RECOGNITION

RICE

- Respect
- Integrity
- Compassion
- Excellence

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FOR TOP TALENT IN NORTHEAST OHIO

John Carroll
UNIVERSITY