


Making the Performance Evaluation Process Meaningful

Human Resources

North
Coast 

HONORING 99 GREAT WORKPLACES
FOR TOP TALENT IN NORTHEAST OHIO

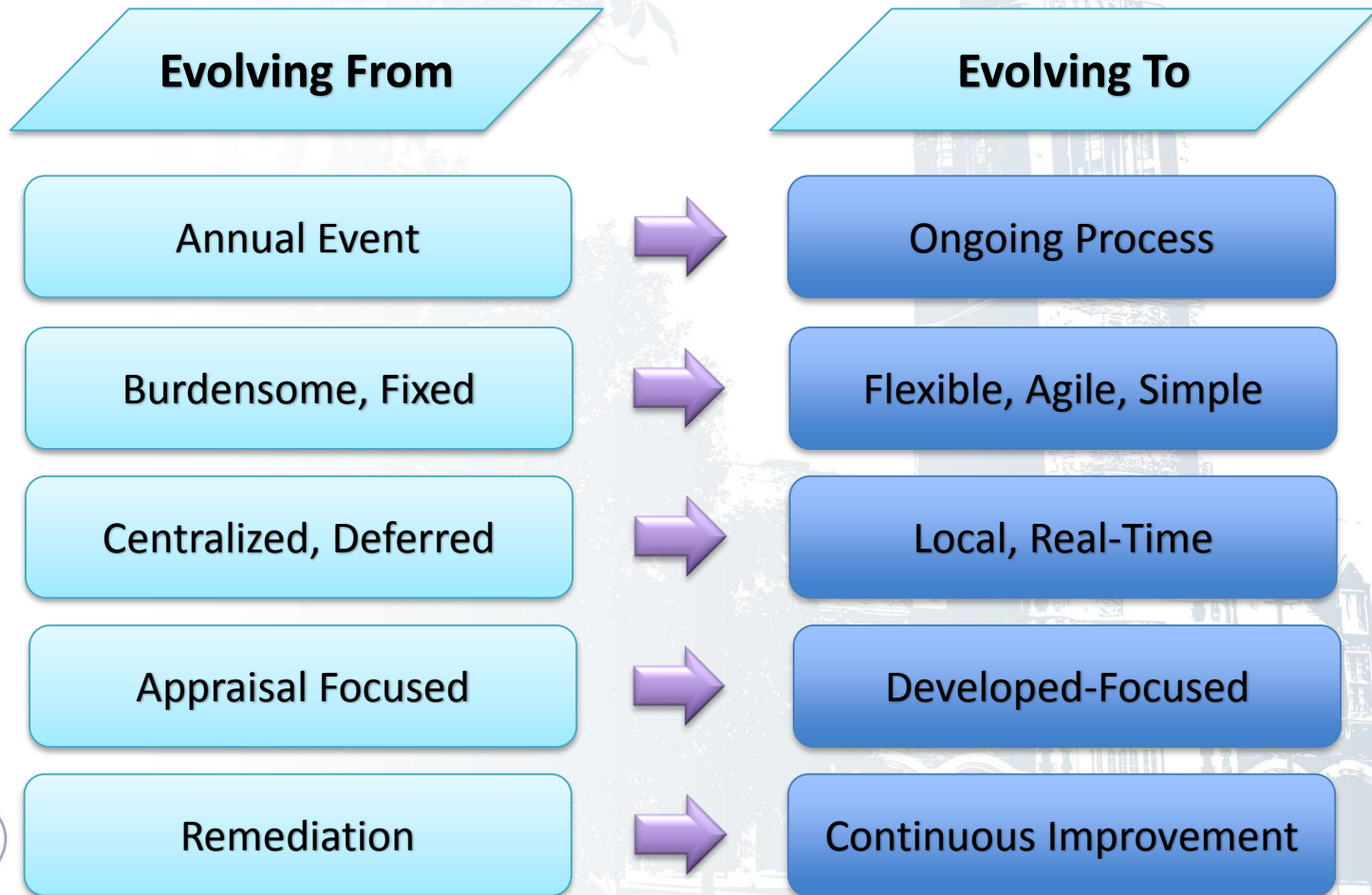
Objectives

- **Performance Management Evolution**
 - Goals & Competencies
 - Evaluation Methods
 - Frequencies
 - Ties to other Processes
- **Electronic Workflow**
- **Integrating our University Values**
- **Understanding how Engagement Relates to Performance**
- **Discussing the Overall Performance Ratings**

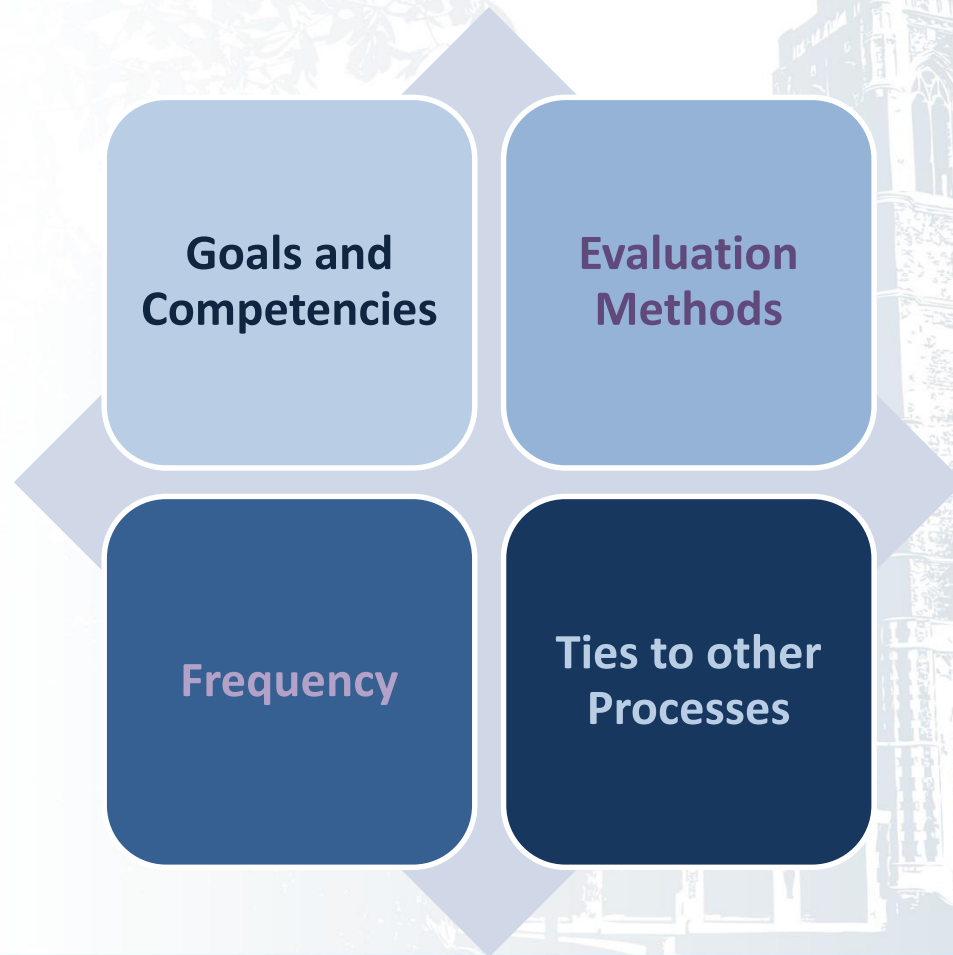
What is Performance Management

- How the organization aligns its resources, systems and employees to the strategic objectives.
- **Primary Elements**
 - Measurement
 - Honest Feedback
 - Positive Reinforcement

Performance Management Process



Performance Management Process



Goals & Competencies

Performance Management Process

- Goals are job specific.
- Managers and employees jointly set aligned goals annually and adjust as needed.

Goals & Competencies

Performance Management Process

- A competency is the **knowledge, skill, ability** and **behavioral characteristics** that are associated with acceptable performance.
- Employees are assessed on a core set of common competencies that align with the organizational culture.
- Competencies must be observable, measurable, linked to job requirements, and linked to organizational strategy and/or needs.

Evaluation Methods

Performance Management Process

- Unified process.
- Employee completes self-assessment.
- Managers are encouraged to provide honest feedback and ratings that differentiate (but with no forced distribution).
- Technology used to automate and enable the process.

Frequency

Performance Management Process

- Conduct formal planning meeting to agree on goals at beginning of period.
- Schedule mid-year, quarterly, monthly or bi-weekly “touch base” meetings.
 - Performance / progress on goals
 - Career goals
 - Training and development needs
- Provide informal feedback as needed.
- Maintain performance documentation throughout the year.
- Conduct formal appraisal on annual basis.

Ties to other Processes

Performance Management Process

- Link to recognition
- Link to succession planning
- Link to development and training
- Link to positive corrective action

Electronic Workflow

- **Exempt (Salaried):** September 4 – October 31
 - All evaluations due on October 31, 2017
- **Non-Exempt (Hourly):** Employee's Univ. Anniversary Date
 - Employees may request an interim evaluation

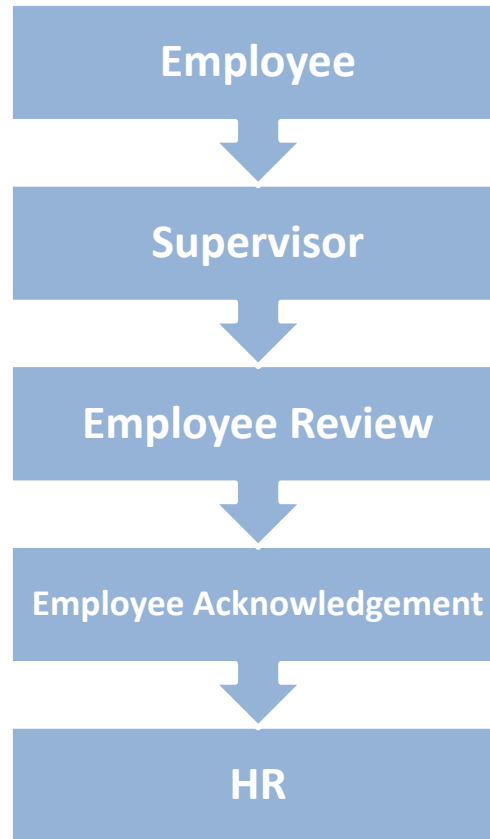


Electronic Workflow

Probationary Evaluation



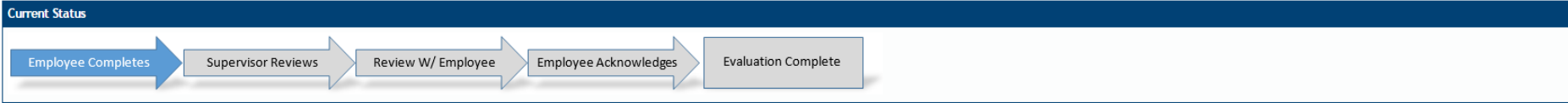
Annual Evaluation



Evaluation Details

- **Probationary Evaluation** kicks off 15 days before New Hire's 90 Day Anniversary
- **Exempt Annual Evaluation** kicked off on September 4. Due October 31
- **Non-Exempt Evaluation** Kicks off on employee's anniversary date. Due within 2 weeks.

Annual Evaluation Step 1 – Employee Completes and Saves Evaluation Form



Employee Information

Employee's Name JAMES J KOHAN	Employee's Department Information Technology Serv	Employee's Title SR. PROJECT MANAGER	Employee Status EXEMPT
Banner ID B00278607	Anniversary Hire Date 02/22/2016	Supervisor Name JOHN M SULLY	Employee Type FULL-TIME

Accomplishments & Challenges (to be completed by Employee for review and discussion with Supervisor) (CTRL+V to paste, textboxes will auto expand)

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

Challenges you encountered this review period & possible solutions:

Employee Strengths (to be completed by both Employee and Immediate Supervisor) (CTRL+V to paste, textboxes will auto expand)

Employee Strengths (to be completed by Employee)

Employee Opportunities for Improvement (to be completed by both Employee and Immediate Supervisor) (CTRL+V to paste, textboxes will auto expand)

Employee Opportunities for Improvement (to be completed by Employee)

Professional Growth & Development Plans (to be completed by Employee) (CTRL+V to paste, textbox will auto expand)

Please describe the plans you have for Professional Growth and Development

- 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.

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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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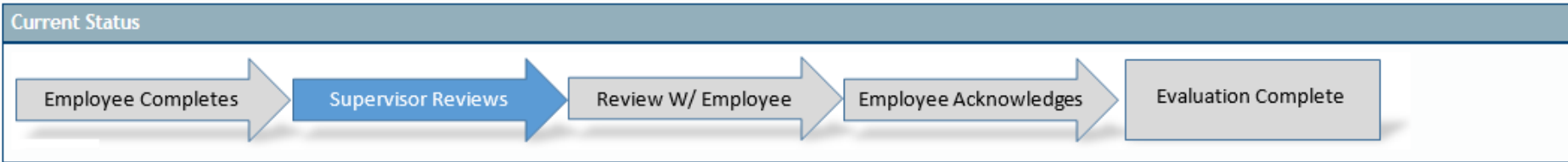
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Annual Evaluation Step 2 – What’s New / What’s Changed?

- **NEW - Status updates as Annual Evaluation moves through review process**



- **NEW – Ability to return an Annual Evaluation to employee for revisions**

NEW! Return To Employee. Check this checkbox and click the 'Save Evaluation Form' button to return this evaluation to the employee for edits.

- **NEW – 2016 Goals are inherited for Manager to review and comment**

2016-2017 Goals Related to University Strategic Plan & Divisional Objectives (to be completed by Immediate Supervisor)

REVIEW AND COMMENT ON GOALS SET DURING THE PREVIOUS YEAR REVIEW (Note: Supervisors Comments textbox will auto expand) Add			
Goal	Actions to Achieve Goal	Target Date	Supervisors Comments
Complete the Student Digital Records project in coordination with teh Registrar's Office	Develop a scan&store methodology and associated workflows	11/01/2017	<input type="text"/> Remove
Develop a training program to teach OnBase skills to establish expertise outside of ITS	Develop a training program	06/01/2017	<input type="text"/> Remove
Continue to build expertise on other Enterprise Application tools (Argos, Tableau, Banner, etc.)	Find projects to stretch new skills	11/01/2017	<input type="text"/> Remove

2017-2018 Goals Related to University Strategic Plan & Divisional Objectives (to be completed by Immediate Supervisor)

Include AT | FAST THRFF (3) goals. Please refer to the University Strategic Plan tab at the top of this page for guidance in completing this section.

- **CHANGED – Fewer Review Steps – “Next Level Review” eliminated**

Employee -> Supervisor -> Next Level -> Supervisor -> Meet -> Employee -> HR
 Employee -> Supervisor -> Meet -> Employee -> HR

- **CHANGED – Fewer Performance Indicators - Dropped from 11 Ratings to 7**

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.

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

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

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
- **Employee Completes Self-Assessment**
- **Supervisor Reviews and Provides Feedback**
- **Discuss evaluation with employee**
 - Set goals
 - Calibrate evaluation as needed
 - Comment
 - Provide overall Rating
- **Sign & Submit to Human resources**

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

North
Coast **99**

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