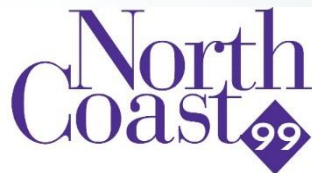


Making the Performance Evaluation Process Meaningful

Jen Rick

Ryan Armsworthy

James Kohan



HONORING 99 GREAT WORKPLACES
FOR TOP TALENT IN NORTHEAST OHIO



Objectives

- **What is Performance Management?**
- **Setting Plan for Completion and Common Challenges**
- **Review of the Process and What is new for this year?**
- **Performance Management Process**
 - **Ratings**
 - **University Values**
 - **Goals**
- **Tips for a effective performance review dialogue**

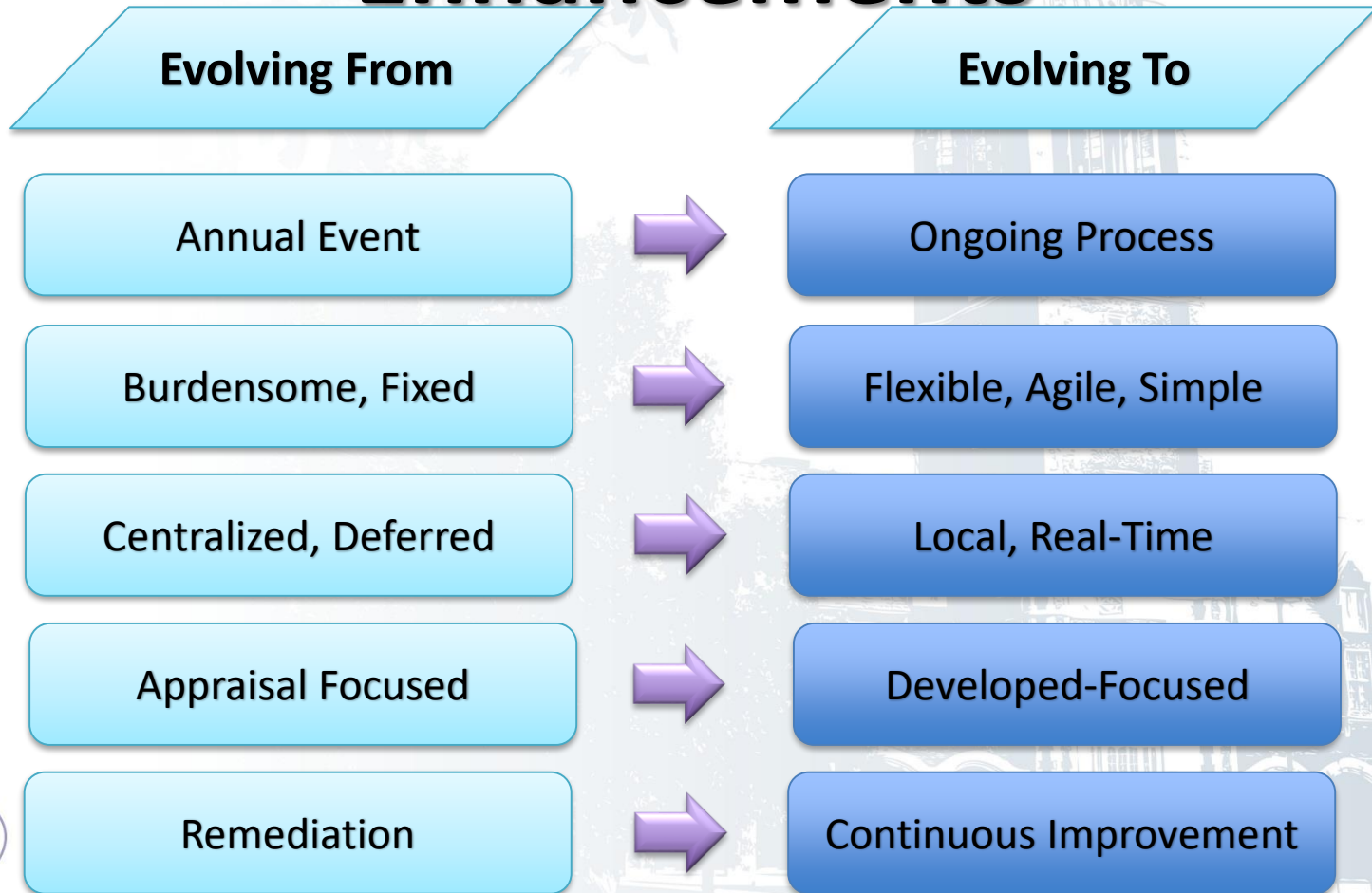
What is Performance Management?

- How the organization aligns its resources, systems and employees to the strategic objectives.
- Collaborative process that share information and feedback between the employee and supervisor.
- **Primary Elements**
 - Measurement
 - Honest Feedback
 - Positive Reinforcement

Performance Management is a Key Part of Strategy Execution



Performance Management Enhancements



Setting Your Plan for Completion

- Exempt status forms are available on August 15 through October 31.
 - 11 weeks for a 5-step collaborative process
 - Agree upon timeframe your team will carve out for completion and discussion
 - Supervisors encouraged to hold time on your calendar to accomplish this in a thoughtful manner.
- Non-Exempt (Hourly): Employee's University Anniversary Date
 - 40 days for collaboration



Common Challenges

- New Supervisor of a Team
 - Collaborate with former supervisor
 - Collaborate with senior leader
 - Use as opportunity for establishing new goals and expectations
 - Note in comments that you are new as their supervisor and who may have helped with the evaluation

Common Challenges

- Employee is new to team via transfer
 - Employee should have annual evaluation
 - Collaborate with former supervisor
 - Use as opportunity for establishing new goals and expectations
 - Note in comments that you are new as their supervisor and who may have helped with the evaluation

Common Challenges

- Employee is new to team
 - Employees hired after June 1 are not eligible for annual evaluation- will get 90 day instead
 - You can evaluate based on current performance and note that the employee is learning their role
 - If there are aspects of the job that you have not seen demonstrated due to time of year, you can note that in the comments



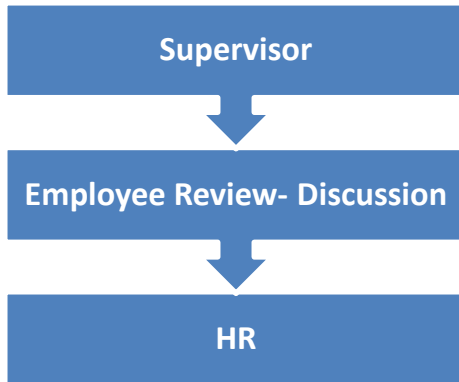
REVIEW OF THE PROCESS

Steps to the Process

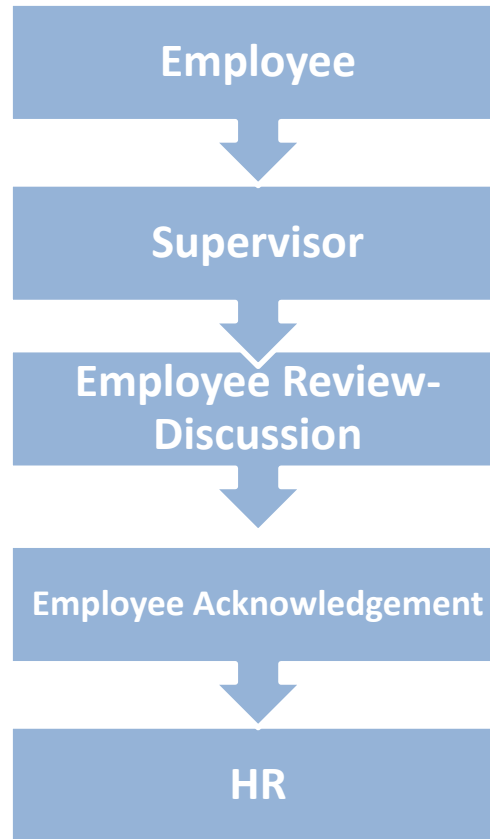
- **Review job description**
 - Revise if necessary
 - Use new Job Description Template
- **Employee Completes Self-Assessment**
- **Supervisor Reviews and Provides Feedback**
- **Discuss evaluation with employee**
 - Calibrate evaluation as needed
 - Provide overall Rating
 - Comment
 - Set goals
- **Electronically Sign & Submit to Human Resources**

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 August 15. Due October 31
- **Non-Exempt Evaluation** Kicks off 20 days before employee's anniversary date. Due within 20 weeks following anniversary.

Annual Evaluation Step 1 – Employee Completes and Saves Evaluation Form

Current Status

Employee Completes

Supervisor Reviews

Review W/ Employee

Employee Acknowledges

Evaluation Complete

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.

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

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.

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

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What's New For 2018

- Leadership competencies will be evaluated for staff who have direct reports
 - Leadership skills- planning, reflecting mission and vision, engaging others
 - Coaching and staff development
 - Delegation and performance achievement

Supervisory Performance Indicators (to be completed by Immediate Supervisor) (CTRL+V to paste, textboxes will auto expand)

8. Leadership Skills: Plans, takes action, makes decisions, and shapes team to achieve goals that reflect the university's mission, vision, and values; effectively collaborates with others to build and sustain effective relationships, leads others through changes that advance the University. Is self-aware, understands personal strengths, opportunities, and values. Engages and energizes others with a positive, empathetic demeanor.

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

9. Coaching/Staff Development: Ensures employees' understanding of responsibilities and provides appropriate feedback, resources, and encouragement to support success. Commits to fostering short and long term growth and development of employees, with particular attention to how their talents can best be utilized to meet current and future University needs. Follows up with commitments and helps to eliminate barriers and overcome resistance to change.

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

10. Delegation: Monitors team performance and empowers others to take on additional tasks; supplying necessary resources and ensuring workload balance. Encourages appropriate initiative. Assists in subordinate goal setting and prioritization of work insuring department goals and tasks are aligned with Division and University.

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

Leadership Competencies

- Leadership Skills: Plans, takes action, makes decisions, and shapes team to achieve goals that reflect the university's mission, vision, and values; effectively collaborates with others to build and sustain effective relationships, leads others through changes that advance the University. Is self-aware, understands personal strengths, opportunities, and values. Engages and energizes others with a positive, empathetic demeanor.
- Coaching/Staff Development: Ensures employees' understanding of responsibilities and provides appropriate feedback, resources, and encouragement to support success. Commits to fostering short and long term growth and development of employees, with particular attention to how their talents can best be utilized to meet current and future University needs. Follows up with commitments and helps to eliminate barriers and overcome resistance to change.
- Delegation: Monitors team performance and empowers others to take on additional tasks; supplying necessary resources and ensuring workload balance. Encourages appropriate initiative. Assists in subordinate goal setting and prioritization of work insuring department goals and tasks are aligned with Division and University.

What's New For 2018

- HR will review overall “Does Not Meet Expectations” ratings
 - Hard stop in the system prior to employee discussion
 - HR will seek understanding on warnings and documentation that can support review
 - HR will partner with supervisor to create a performance improvement plan which will be presented as part of the discussion.

What's New For 2018

- Supervisor have ability to continue to edit review during the “Employee Review and Discussion” step
- The supervisor will receive a confirmation email when the employee acknowledges the evaluation which will include the employee’s comments.

Performance Management System

- OnBase is our software platform
- Log in via Banner self service
- Use JCU full email address as username
- First time users
 - Password is Banner ID (ex. B00...) until you reset it
- SAVE often!!! OnBase loses data if a save does not happen every 20 minutes.
- For challenges with OnBase, contact Jim Kohan.



Performance Management Ratings

- Ratings have meaning- Please refer to the guidelines for more information
- Successfully Meets Expectations \neq C in school
- Think about the full year's performance not just recent events
 - If improvement has been seen you can say “Thank you for your improvement in ____.”
 - Consider all aspects of the employee's job responsibilities including behaviors.

Performance & Engagement

University Values

Outstanding **Teamwork & Collaboration**

Enhancing the **Student Experience**

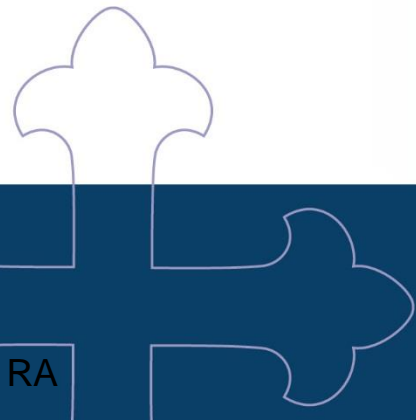
Striving for **Excellence**

Promoting an **Inclusive Community**

Leadership Excellence

Demonstrating **Service in Solidarity**

Innovative **Solutions & Creativity**



RA

The Employee's Goal

Build a culture that focuses on performance excellence via the performance management cycle:

1. Goal Setting and Planning
2. Ongoing Feedback & Coaching
3. Appraisal and Reward

* Shift responsibility for performance assessment and development plans back to the employee (where it belongs)

Performance & Engagement

*Goals are **SMART***

- Specific
- Measurable (or motivating)
- Attainable (or aligned or action-oriented)
- Relevant (realistic or resourced)
- Time-bound (or trackable)
- Reality Check- Can the employee demonstrate the ability to achieve benchmarks required of the goal(s) in the timeframes we have established?

The Conversation



[Click Here: WMV](#)



The Conversation is the **most critical** component of the entire process. Not even the best written review can replace the right conversation

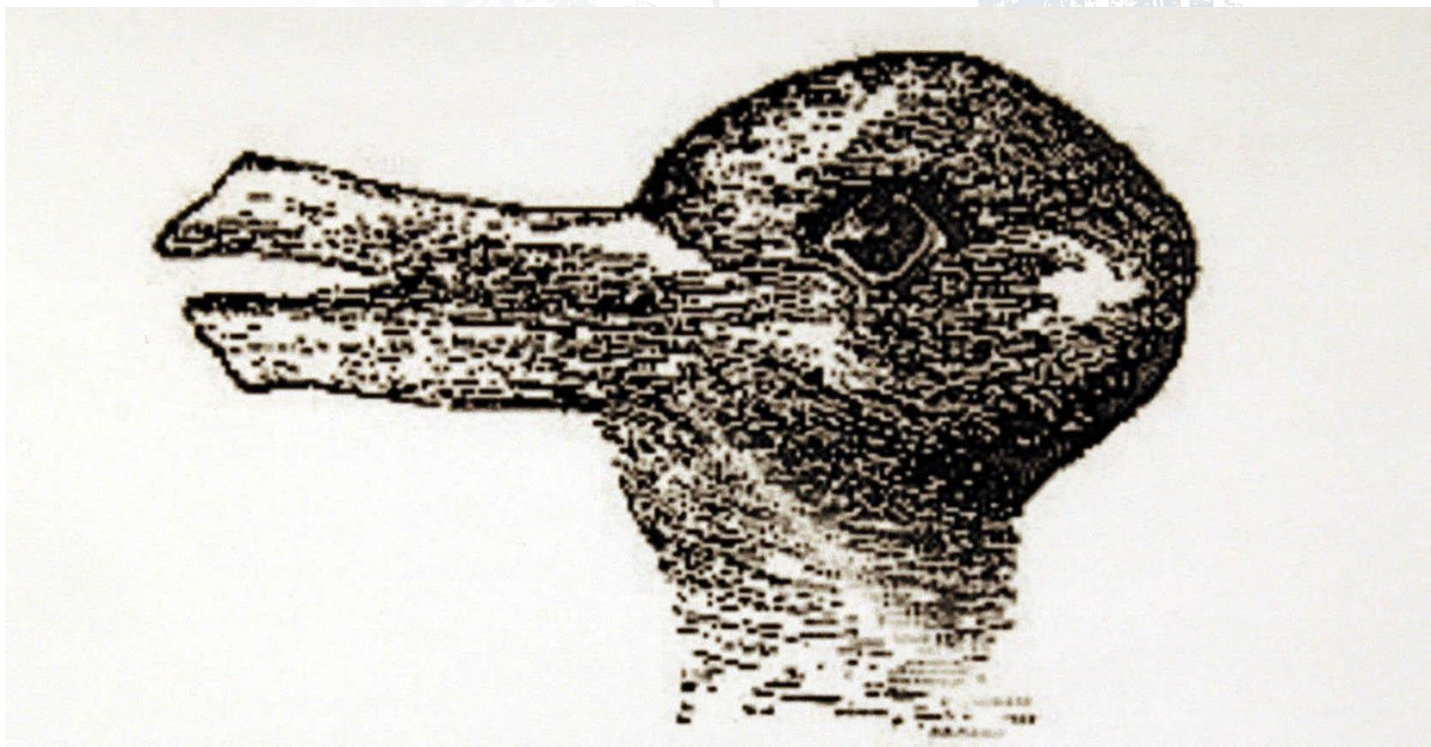


Conversation Flow

1. Start with a structuring statement (Purpose & Framework)
2. Allow employee to share their perspective on their performance
3. Listen - Summarize and rephrase key comments; ensure understanding
4. Share feedback on the employee's results and behaviors
 - Engage the employee (focus on choices)
 - Balance seeking and telling
 - Do not back down from your ratings, they are your evaluation of the employee's performance
5. Discuss a plan to improve performance/behaviors, if appropriate
6. Schedule follow up meeting
7. Summarize, thank, encourage.

Follow up and maintain on-going dialogue

When There is Disagreement



Essential Principles

1. Maintain (or enhance) the employee's self esteem and self confidence
2. Listen and respond to feelings with empathy
3. Ask for the employer input and help
4. Share your thoughts, feelings, and rationale.
5. Provide support without removing responsibility

Providing Feedback

1. You don't communicate well.
2. It seems to me that you don't treat students with respect.
3. You are a very autocratic.

Feedback Statement Formula

“When you _____

(Individual’s Behavior)

...it causes _____

(Impact on others)

...which results in _____.”

(Impact on the department/university)

Feedback Statement Formula Example

“

“When you react negatively to someone asking you to cover or help with an activity for them, it causes others to feel uncomfortable about even asking, which results in less scheduling flexibility and a team that doesn't communicate as well as it should.

”

Are these Good Feedback Statements?

- You have a good attitude.
- Don't you think you should get more inputs from your colleagues?
- You consistently compliment your colleagues when they help you with a project. This creates a spirit of teamwork in our organization and encourages people to help more often.
- You do not show a positive attitude when you are cynical about our programs.

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
- **Electronically Sign & Submit to Human Resources**

Key Takeaways

- Exempt employees' performance review process is to be completed by October 31
- Be honest and fair in your ratings
- SAVE often!!! OnBase loses data if a save does not happen every 20 minutes.
- The performance review conversation and follow-up is essential to drive our strategy forward

Upcoming HR Training Series Offerings

- September 19- Benefits U- Tuition Benefits and Exchange
- September 20- FERPA and other Privacy Requirements
- October 2- Performance Evaluation Process- (2nd offering)
- October 10- Hiring Process for Supervisors
- October 30 or November 13- Affirmative Action and Diversity Recruitment
- December 4- Benefits U- Medicare and U

Questions?

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

North
Coast 99

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FOR TOP TALENT IN NORTHEAST OHIO