Updates to Performance Management

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Objectives

- Aligning the Performance Management "PM" Strategy Cycle
- Discuss proposed changes to the 2020 Annual Performance Review ("APR") process
  - New Timing
  - Changing Rating
  - OnBase Improvements
  - Collective HR Review for Adverse Impact
- 2019 as a "transitional" year
  - Interim review
  - Alignment of goals

Key Terms and Acronyms Defined

- Performance Management or "PM"-

  A process that provides feedback, accountability, and documentation for an employee's performance outcomes

- Annual Performance Review or "APR"-

  A formal written review of performance which involves a discussion about an employee's development and job performance. It involves setting a plan of action for the next period and reviewing what has been achieved in the last period

- Performance Improvement Plan- "PIP"-

  A written plan document given to employees with performance deficiencies. It defines serious areas of concern, gaps in work performance, reiterates management's expectations and allows the employee the opportunity to demonstrate improvement within a defined period of time.

APR Rationale

- Promotes communications about job performance
- Opportunity for recognition
  - Facilitates better working relationships
  - Makes people feel valued
- Allows for transparency
  - Provides a historical record of performance
  - Two-way communication allows employee and manager to share perspectives
- Focuses team members on what is important now
  - Set goals to move to future state
  - Feedback highlights what matters most
- Contributes to professional development
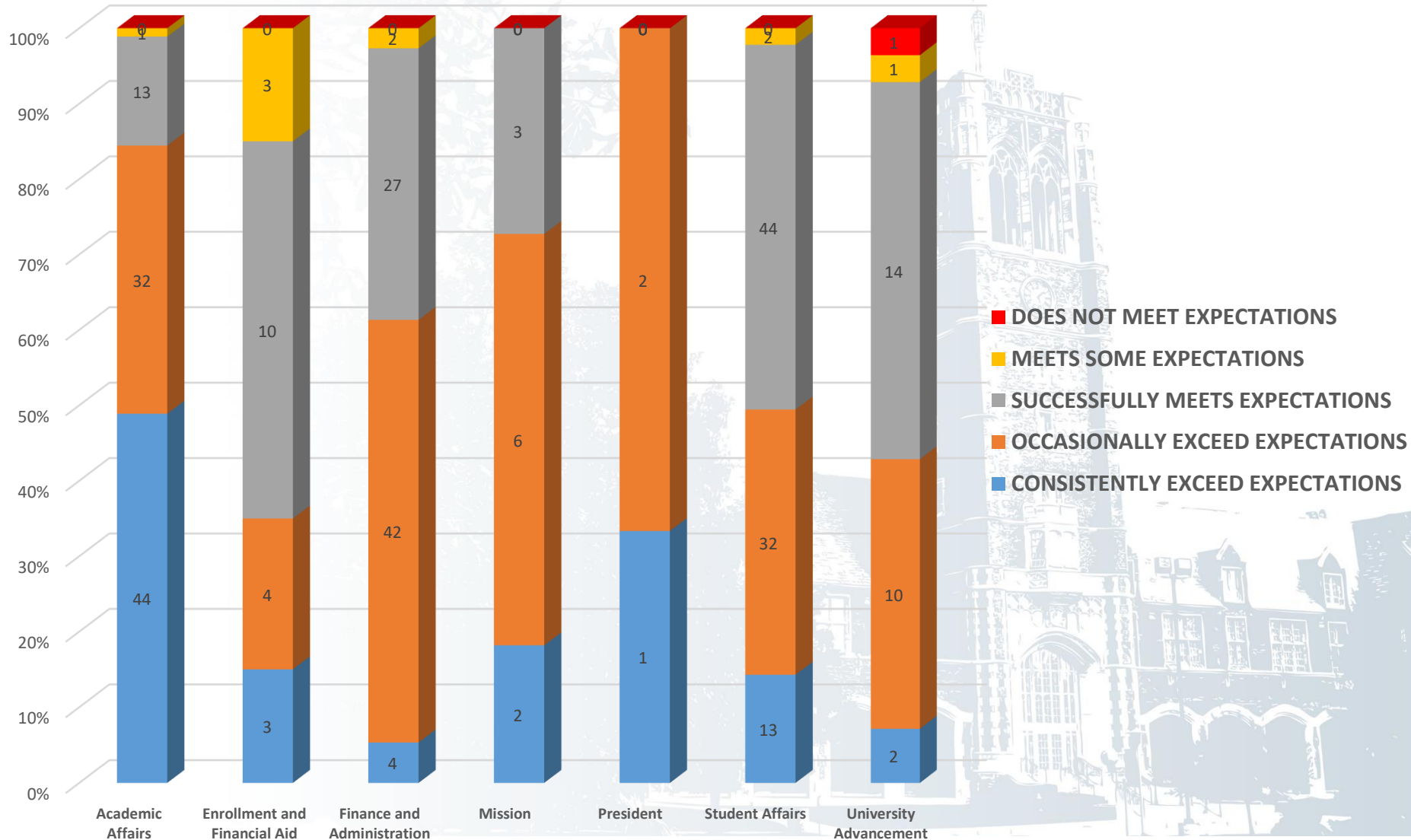
Feedback from 2018 on PM

Working

- Form is understandable and people are used to it
- People take it seriously
- Consistency of PM with OnBoarding
- Routing electronically via OnBase
- Opportunity to review job holistically
- Moment to "check in"

Needs Improvement

- Current timing is challenge
- Employees to create their own goals
- "New in Role" options
- Lack of ability to reward for ratings
- Seeing PM as a development tool and not a report card
- Goals review- more feedback throughout the year on goals and performance
- Difference in timing for exempt and NE employees
- Option for employees to read before meeting
- Values area could be more concrete and distinct

Past Results-Inconsistency in Use of Ratings

Executing an Effective Performance Management Cycle

- Self Evaluation
- Annual Performance Review
- Pay Increase

Review and Reward

Setting Goals

- Performance Goals
- Development Plan
- Mission, Values, and Behaviors

Ongoing Feedback

- Feedback
- Coaching
- Development Opportunities

Dates for APR Process in 2020

Spring

- **February 1- April 30- Employee and Supervisor Complete Their Sections of Review**
- **May 1-8- HR Review and Evaluation**
- **May 8- May 31- Delivery and Discussion**
- **Merit rewarded August 1**

Changes Ratings for Clarity- 2020 Overall Rating

Leading Performance 5-10%

- Easily recognized as a top performer compared to peers, viewed as a resource for mentorship and guidance of others in department, proactively takes on higher levels of responsibility that add new value
- Could reflect unique, one-time achievements that made measurable progress toward an institutional goal

Fully Successful Performance 75-80%

- Applies to an employee who consistently demonstrates an effective performance, often at high level of performance
- Achieves valuable accomplishments in several critical areas of the job
- Performance is reflective of a fully qualified and experienced individual

Building Performance 5-10%

- Working toward gaining proficiency- New Hire or PIP
- Demonstrates uneven or inconsistent performance in key job responsibilities
- Achieves some but not all goals and requires frequent coaching, training, or feedback on others.

Not meeting expectations 0-5%

- Quality of performance is inadequate and shows little or no improvement
- Knowledge, skills and abilities have not been demonstrated at appropriate levels.

Changes Ratings for Clarity- 2020 Competencies

Advanced
- Has broad and deep understanding of skills, with substantial expertise demonstrated
- Can apply this competency regularly and independently and in complex, varied situations
- Role model for this competency

Proficient
- Has broad understanding and experience to operate at a full professional level in moderately complex situations
- Can generalize basic principles to effectively function in both predictable and new situations

Developing
- Newly developing in this area; has general understanding of key principles but limited and no applied experience with this competency.
- Is capable of using this competency with coaching and support, in simple situations.

Does Not Demonstrate
- Does not demonstrate this competency at the expected level, even with available assistance and direction from others.

2020 OnBase Suggested Improvements

- Pre-create employee APR evaluation forms (e.g., Employee gets an email invitation to their pre-created evaluation form) - NOTE: We are currently pre-creating the 90D evaluation forms (OnBase) and the Open Enrollment signup (Qualtrics).

- Employees to suggest goals for next year for supervisor to review and refine through discussion

- Allow supervisors to selectively give a preview to an employee before the Supervisor/Employee sit-down review.

HR Review for Consistency

- HR review period of 7-10 days in May 2020 <u>prior</u> to supervisor and employee discussion
  - Review for consistency of rating- discuss any extremes or issues with managers to validate consistency of their rating
  - Review for adverse impact- refers to employment practices that appear neutral but have a discriminatory effect on a protected group

Alignment to Merit Increase

- Divisions would have an assigned a merit budget to be awarded to all their staff members
- Division leaders would award pay increases within an assigned range in relation to individual's overall APR rating
- Total awarded increases cannot exceed overall budget

Rating	Award Minimum	Award Maximum
Leading Expectations	1.5%	5%
Fully Successful Performance	1%	3%
Building Performance	0	1%
Not Meeting Expectations	0	0

Expectations with Updated Process

- All eligible employees will have an annual performance review. Exceptions include:
  - Those in 90-day period
  - Those in temporary or short-term contract roles
- Timing for non-exempt and exempt staff APRs will be the same
- Employees will only be eligible for merits if they have a completed, current performance review
- Employees who are on leave will have their evaluation and accompanying merit postponed until they return

So What About 2019?

Performance Management-2019 Steps

- 2019 year used to educate and train leaders and staff on the changes to the evaluations' ratings and how our goals, performance, the evaluation, and the merit will align in 2020.

- May-Mid July 2019- a simplified interim performance and goals review to update, refine, and set/discuss goals for the upcoming academic and fiscal year

- We anticipate a pay increase for staff effective August 2019 that will be similar to our "Universal" approach from 2018.

- Individual Goals for academic year 2020 will need to by finalized by August 2019.

Interim Performance Review & Goals Check In- Due July 15

This is not a full review with ratings- rather a moment to check-in on performance, provide opportunity for discussion, and establish goals for the new academic year-based review cycle (June-May)

- How is the employee progressing on key performance indicators? Any areas of strength or opportunity?

(Mission and Inclusivity; Quality and Quantity of Work; Reliability; Initiative and Creativity; Cooperation with others; Capacity to Develop. Additionally for leaders: Leadership skills; coaching and staff development; delegation)

- How is the employee progressing on professional growth and development activities?

- How is the employee progressing on established goals? What goals would you like to review or establish to be completed in the upcoming academic year?

- What accomplishments or challenges can be noted? What are recommended solutions?

Interim Performance Review & Goals Check In- Due July 15

Employee Information

Employee's Name	**Employee's Department**	**Employee's Title**	**Employee Status**
JAMES J KOHAN	Information Technology Serv	SR. PROJECT MANAGER	EXEMPT
Banner ID	**Anniversary Hire Date**	**Supervisor Name**	**Employee Type**
B00278607	2/22/2016	JOHN M SULLY	FULL-TIME

Professional Growth & Development Plans (entered by the Employee during last evaluation cycle)
- Renew my OnBase API Developer certification (coursework already scheduled for November 2018).
- Learn Argos and other 'act as backup' items from Bob Niemocienski.
- Learn Banner 9 version of Web Tailor functionality.
- Learn other duties as needed given departures of Dennis Rowinski and Charlotte Moore.
- Learn SSO setup functionality from John Sully
- Cross-train with Irene Christian; give OnBase knowledge to her, learn Identity Management knowledge from her.
- Look into format Project Management coursework here at JCU

Since the most recent Evaluation, how is the employee progressing on key performance indicators? Any areas of strength or opportunity for improvement? --- Link to KPI webpage goes here*

Since the most recent Evaluation, how is the employee progressing on professional growth and development activities?*

How is the employee progressing on established goals? Please use this opportunity to add, remove, or revise the employee's current goals. Add

Goal	Actions to Achieve Goal	Target Date	
Complete the implementation of a contract and vendor management solution.	Help to fix issues in the existing process. Develop an OnBase solution to provide the University a paperless contract management solution. This is a continuation of last years goal.	10/31/2019	Remove
Move day-to-day support of OnBase solutions to the department owning the process.	Work with HR and others to train staff on the support of solutions.	10/31/2019	Remove
Continue involvement with the Hyland Education Vogue	Continue representing John Carroll University in the Hyland Education Vogue.	10/31/2019	Remove

Since the most recent Evaluation, what accomplishments or challenges can be noted? What are recommended solutions (if any)?*

☐ I'm Finished! Check this checkbox and click the 'Save Evaluation Form' button to mark this evaluation as ready for Review W/ Employee. Leave unchecked and click 'Save Evaluation Form' to finish later.

☐ NEW: (Optional) Share this evaluation with the Employee for their review BEFORE the Supervisor / Employee sit-down.

Save Evaluation Form

Print Evaluation Form

Simple On Base form brings forward data filled in from 2018 evaluation and asks for supervisor to respond to 4 sections regarding employee's progress on personal development, KPIs, goals, and accomplishments or challenges.

Key Takeaways

- We are updating our performance review process to align with a merit-based pay increase as expected in an effective performance management cycle
- For 2019, staff members will receive a simplified interim review to give feedback on performance, review progress on goals to date and establish goals for the next academic year (new PM cycle)
- The next full APR will be given in the Spring of 2020
  - Updated ratings
  - Improved OnBase functionality
  - Alignment of timing for all staff

Questions?