



Performance Management

2019-2020 Performance Cycle



Objectives

- Outline structure and goals of the performance program for employees
- Institutional and Individual Goals
- How to complete the annual evaluation
- Tips, Suggestions and Timelines

Performance Management

2019 - 2020 Annual Performance Cycle:

April 1- June 30 (*extended cycle due to COVID-19*)

Performance Plan

- 5 Institutional Goals (6 for Supervisors)
- 3-5 Individual Goals
- Talent Development Goal

Annual Performance Appraisal

- Exceeding Expectations
- Meeting Expectations
- Not Meeting Expectations





Annual Performance Appraisal

SHRA and EHRA Performance cycle: April 1, 2019- June 30, 2020

Deadline Extension* All appraisal are due to Human Resources by **July 31, 2020
see slide "Special Provisions" for more details...*

Performance Appraisal Structure

Annual Performance Appraisal (due to Vice Chancellor April 15)

- ▶ 3-pt rating scale for each goal and final overall rating
(Not Meeting, Meeting, or Exceeding Expectations)
- ▶ Individual goals equal 50% of final rating
- ▶ Institutional goals equal 50% of final rating
- ▶ One area for supervisor comments
- ▶ Employee can include written comments

Scoring

Institutional and Individual Goals Scoring

- ▶ 3 = Exceeding Expectations
- ▶ 2 = Meeting Expectations
- ▶ 1 = Not Meeting Expectations

Use whole numbers in providing ratings, for example do not choose a 1.8 or 2.5

Final Overall Rating

- ▶ 2.70 to 3.00 = Exceeding Expectations
- ▶ 1.70 to 2.69 = Meeting Expectations
- ▶ 1.00 to 1.69 = Not Meeting Expectations

Note If an employee has received a disciplinary action and/or received any rating of "Not Meeting," then Final Overall Rating cannot be higher than "Meeting."

Scoring Institutional Goals

INSTITUTIONAL	WEIGHT	X RATING	= SCORE
Expertise	10%	3	0.30
Accountability	10%	3	0.30
Customer-Oriented	10%	3	0.30
Team-Oriented	10%	2	0.20
Compliance & Integrity	10%	2	0.20
	50%	TOTAL	1.30

Review Institutional Goal Expectations with Employee

Scoring Individual Goals

INDIVIDUAL	WEIGHT	X RATING	= SCORE
Goal 1- List Title	10%	2	0.20
Goal 2- List Title	10%	2	0.20
Goal 3- List Title	10%	2	0.20
Goal 4- List Title	10%	3	0.30
Goal 5- List Title	10%	3	0.30
	50%	TOTAL	1.20

Scoring (continued)

INSTITUTIONAL	Weight	X Rating	= Score	INDIVIDUAL	Weight	X Rating	= Score
Expertise	10%	3	0.30	Goal 1	10%	2	0.20
Accountability	10%	3	0.30	Goal 2	10%	2	0.20
Customer- Oriented	10%	3	0.30	Goal 3	10%	2	0.20
Team- Oriented	10%	2	0.20	Goal 4	10%	3	0.30
Compliance & Integrity	10%	2	0.20	Goal 5	10%	3	0.30
	50%	TOTAL	1.30		50%	TOTAL	1.20

Overall Score: 1.30 + 1.20 = 2.50 Meeting Expectations

Scoring (continued)

PART 7: ANNUAL PERFORMANCE APPRAISAL		(see instructions on page 2)
<ul style="list-style-type: none"> Rate each Individual and Institutional Goal. 1 = Not Meeting Expectations 2 = Meeting Expectations 3 = Exceeding Expectations Multiply the Weight by the Rating to get the Score for each goal. Use two decimal places. (Example: 10% x 2 = 0.20) 	<ul style="list-style-type: none"> Add all of the Scores together to assign a Final Overall Rating. 1.00 to 1.69 = Not Meeting Expectations 1.70 to 2.69 = Meeting Expectations 2.70 to 3.00 = Exceeding Expectations Provide comments and signatures on the next page. 	

#	INSTITUTIONAL GOALS (see descriptions in performance plan)	Weight	x	Rating	=	Score
1	Expertise		x		=	
2	Accountability		x		=	
3	Customer-Oriented		x		=	
4	Team-Oriented		x		=	
5	Compliance & Integrity		x		=	
6	Supervision (if applicable)		x		=	

#	INDIVIDUAL GOALS (title only from performance plan)	Weight	x	Rating	=	Score
1			x		=	
2			x		=	
3			x		=	
4			x		=	
5			x		=	

FINAL OVERALL RATING (mark the appropriate rating based on total score)		TOTAL SCORE	=	
Has the employee received a disciplinary action during this performance cycle and/or received any rating of 1 (Not Meeting Expectations) on this appraisal? If YES , then the final overall rating cannot equal Exceeding Expectations, regardless of the total score.		YES		
		NO		
NOT MEETING EXPECTATIONS		MEETING EXPECTATIONS		EXCEEDING EXPECTATIONS

- Remember "Meeting Expectations" is an A. "Exceeding Expectations" is an A+.
- Review performance evaluation with next level supervisor, prior to discussion with employee
- Be clear, honest, and concise when discussing performance with employee
- Don't rush the process

Scoring (continued)

PART 8: SUPERVISOR COMMENTS ON EMPLOYEE'S PERFORMANCE

Part 9: SIGNATURES FOR ANNUAL PERFORMANCE APPRAISAL

Date of Annual Performance Appraisal Review Session with Employee:

Employee Acknowledgement: I understand my signature below indicates: that I have received this annual performance appraisal, that my signature does not necessarily imply my agreement with the ratings given or the comments included, and that if I choose, I may write a response to include with this appraisal document.

Employee:

Date:

- Part 8: Supervisor Comments – Provide clear feedback on overall performance, may need to address a specific institutional or individual goal.
- Part 9: Signatures for Performance Appraisal
- Employee can indicate in section 9 the intent to attach written comments.



Key Items

Second Level Supervisor Review

- ▶ All performance plans and performance appraisals require second-level approval
 - before discussion with employee



Performance Discussion

Performance Appraisal Review Session

- ▶ Review accomplishments and address any deficiencies
- ▶ Review ratings for each goal and final overall rating
- ▶ Review progress on development goals
- ▶ Provide employee opportunity for comment, discussion, and response



Employee Comments

Options

- Written response to performance plan or appraisal
- Other documented responses during cycle

Deadline

- Recommended: Within two weeks of receiving performance plan or appraisal

Related Issues

- Comments are separate from signature process
- Comments are not considered a grievance filing
- A final rating of “Not Meeting Expectations” does not constitute a written warning in the SHRA disciplinary process.

How to Shift Performance Discussions

Past

- What did you do wrong?
- Where have we been?

Future

- I need to see more of.....
- This is where we're going...
- This is how we're going to there.....



Things that Create Frustration

Devaluing the process and demotivating employees

Avoiding crucial conversations

Rewarding *everyone* with a trophy

(AKA *"exceeds expectations"*)

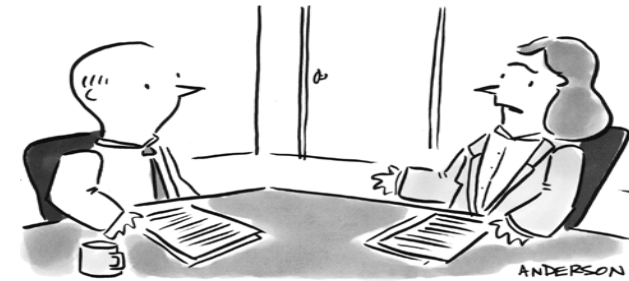
Neglecting to genuinely invite employees to take an active role in the process



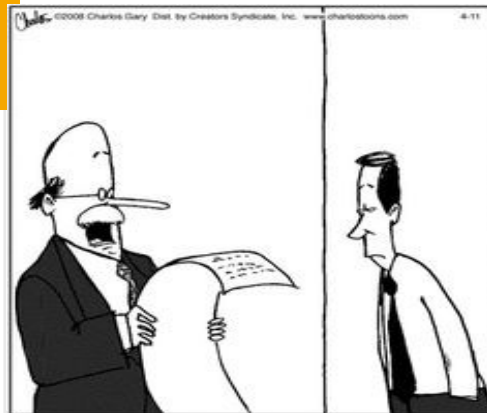
How not to handle Performance Evaluations



© MARK ANDERSON WWW.ANDERSTOONS.COM



"That's my performance review?! Two thumbs up?!"



"Really, you're doing a fine job. Here are just a few things that I need you to improve on."



1/17/97 © 1997 United Feature Syndicate, Inc.

What's Next.....

SHRA

- Create a new performance plan for upcoming cycle.
- The 2020-2021 cycle will be 9 months long July 1- March 31.
- Submit new work plan to Human Resources by August 31, 2020
- Conduct 3-month, 6-month and 9-month review follow-ups to discuss goals, assess progress and resources, and if needed, clarify or redefine expectations for remainder of cycle.

EHRA

- Review and address any deficiencies.
- Create a new performance plan for upcoming cycle.
- The 2020-2021 cycle will be 9 months long July 1- March 31.
- Review resources and progress on development goals.
- Provide employee with target completion date.
- Conduct 3-month, 6-month and 9-month review follow-ups to discuss goals, assess progress and resources, and if needed, clarify or redefine expectations for remainder of cycle.

Special Provision for 2019-2020

UNC System Human Resources has decided to extend the current SHRA performance management cycle through June 30, 2020 to provide greater flexibility to the HR Offices and institutional management over the coming months.

- This will mean the 2019-2020 cycle will be 15 months long **March 1, 2019- June 30, 2020.**
- The 2020-2021 cycle will be 9 months long **July 1, 2020- March 31, 2021.**
- Supervisors can continue to use their current employee performance plans through **June 30, 2020.**
- Under this extension, the 2019-2020 **annual appraisals are due to Human Resources by July 31, 2020.**
- 2020-2021 performance plans must be completed by **August 31, 2020.**



Questions ?

Contact Information:

Employee Relations Manager, Camilla Norris

Email: norrisc@uncsa.edu

Phone: 336-770-1318