Performance Management and Appraisal Training for Employees

Office of Human Resources

April 26, 2017
Training Objectives

• Identify the benefits of performance management
• Review the performance appraisal framework and timelines.
• Provide a guided walkthrough of PerformancePro.
• Introduce future Performance Management enhancements.
What is Performance Management?

By definition, performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.
How Performance Management Makes a Business Impact

Ensures that employees’ work is focused on the right areas to drive our success

Reinforces a performance-based model where exceptional performance is highly rewarded and best performers are identified

Fosters employee engagement

Maximizes work efficiency
What is a Performance Appraisal?

By definition, a performance appraisal is a formal record of a supervisor’s assessment of the quality of an employee’s work performance.
When done well, a performance appraisal…

- Reinforces the value of the employee’s work
- Is balanced, objective, and informative
- Provides specifics about what went well, and what areas to tackle for improvement
- Contributes to the future success of the organization
- Engages manager and employee in developing a career plan
- Creates an environment for collaboration and open communication
- Provides a record/foundation for merit increases
  - State law requires institutions to establish criteria for awarding merit increases
UT System Administration Appraisal Framework

Self appraisal by May 10th

Appraisal Review
Complete by: May 26th

Manager appraisal

To better align our performance management and budget processes, we are moving our appraisal completion deadline up to May 26th.

Applies to:
- Benefits eligible Classified and A&P employees with a start date* prior to 3/1 (merit eligible)
- Appraisal review period: June 1, 2016 to May 31, 2017

*Employees with a start date 3/2 or later will complete a 90 or 180-day appraisal (not merit eligible)
Writing Your Self-Appraisal

**Do:**
- Use specific and relevant examples
- Be factual and objective
- Clearly express successes
- Identify areas for growth
- Balance review of the previous year with forward-looking comments

**Don’t:**
- Generalize
- Use absolute words such as “always, never, completely, etc.”
- Commit in writing what you can not deliver
- Harp on your weaknesses
- Be defensive or criticize others.
Self-appraisal Example Comments

“I reviewed our IT vendor contract and realized that we were not being given the preferred customer rate we were promised. I contacted the vendor and negotiated a steeper discount, saving the department $15,000 over the course of a year.”

“This past year, I really worked on improving my teamwork skills. After completing the 2-day Teamwork 101 course, I had a much better understanding of team dynamics and how to contribute more effectively in the various roles and stages of team development.”

“I served on 3 key teams this past year: the corporate social responsibility committee, the customer service process improvement team and the team involved in successfully completing critical orders for our customer Dunrite.”
## Performance Factors: Non-Supervisor

<table>
<thead>
<tr>
<th>Performance Factor</th>
<th>Weight</th>
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<tbody>
<tr>
<td><strong>Accomplishments:</strong></td>
<td>40%</td>
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<tr>
<td>• Work Plan, Goals, Duties and Responsibilities/ Other Accomplishments</td>
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<tr>
<td><strong>Accountability:</strong></td>
<td>20%</td>
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<tr>
<td>• Quality</td>
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<td>• Reliability</td>
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<td>• Compliance</td>
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<tr>
<td><strong>Knowledge, Skills, and Abilities</strong></td>
<td>20%</td>
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<tr>
<td>• Communication</td>
<td></td>
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<tr>
<td>• Job Knowledge</td>
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<td>• Teamwork</td>
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<tr>
<td><strong>Commitment to Excellence</strong></td>
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<tr>
<td>• Initiative &amp; Innovation</td>
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<tr>
<td>• Customer Service</td>
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<td>• Mission Support</td>
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### Performance Factors: Supervisor/Senior Staff

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<th>Weight</th>
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<tbody>
<tr>
<td><strong>Accomplishments:</strong></td>
<td></td>
</tr>
<tr>
<td>• Work Plan, Goals, Duties and Responsibilities/ Other Accomplishments</td>
<td>40%</td>
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<tr>
<td><strong>Accountability:</strong></td>
<td></td>
</tr>
<tr>
<td>• Focus on Results</td>
<td>20%</td>
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<tr>
<td>• Quality</td>
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<td>• Reliability</td>
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<tr>
<td><strong>Management</strong></td>
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<tr>
<td>• Initiative &amp; Innovation</td>
<td>20%</td>
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<tr>
<td>• Planning &amp; Resource Stewardship</td>
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<tr>
<td>• Leadership</td>
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<tr>
<td>• Identify, Hire, Develop, &amp; Retain</td>
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Rating Scale

UT System uses a five-point rating scale for factors and overall performance:

- **Outstanding Performance**
  - *Exemplary accomplishments* throughout the rating period and/or *represented by unique and unusual accomplishments and result in specifically identifiable or quantifiable benefit* to System Administration or the institutions.

- **Very Good Performance**
  - *Exceeded the expectations and requirements* of the assigned position and *regularly produces expected accomplishments* in all areas of responsibility.

- **Good Performance**
  - *Meets job expectations and requirements* and may occasionally exceed performance objectives.

- **Needs Improvement**
  - *May meet some* of the job expectations but does not fully meet the remainder.

- **Unsatisfactory Performance**
  - *Fails to meet* defined expectations and minimum job requirements.
Goal Evaluation

This step is only applicable if goals were entered in 2016.

- Evaluate current goals during this appraisal process.

- As an enhancement to the Performance Management process, HR will be holding leadership goal sessions to move to a focus on performance goal outcomes.

- Once organizational and departmental goals are established, they will be communicated to all employees through a Goal Setting Process.

As a result, no future goals will be added during the May appraisal process.

Future goals will be created and documented in the upcoming months.
As an enhancement to the Performance Management process, HR will be holding leadership goal sessions to move to a focus on performance goal outcomes. Once organizational and departmental goals are established, they will be communicated to all employees through a Goal Setting Process to be scheduled at a later date.
PerformancePro Appraisal Quick Overview

Begin the process by:
- Logging into Performance Pro Using SNAC
- Single sign-on
- Set to Employee Role

3 Primary Evaluation Steps
- Evaluate Factors
- Evaluate Current Assigned Goals (applicable only if goals were previously created in 2016)
- Complete Summary Comments (Summarize the Evaluation Period)

Routing Steps to Complete/E-Sign
- Mark Ready: Indicates you are done with your first draft.
- E-Sign: Both Employee and Appraiser will E-Sign the Appraisal.
PerformancePro

2. Navigate to Resources/Current Employees/Performance Management
3. Select the University of Texas System Administration as your home institution
4. Enter your SNAC login and password
5. Press Submit
Step 1: Evaluate Factors

From the *Home Toolbar*, click on the *Appraisal Menu*, then select **Evaluate Factors**. Select a factor to evaluate from the *Overview* tab.
Step 1: Evaluate Factors (continued)

Under the *Evaluation* tab select the factor to evaluate. Next, select a rating for the factor. Enter comments. Repeat this step for each factor.
Step 2: Evaluate Current Goals (if applicable)

Under the *Appraisal menu*, click **Evaluate Goals**. Next, select a rating for the goal. Enter comments. Repeat this step for each goal.
Step 2: Evaluate Goals (continued)

View **prior** to evaluating on the overview tab.

<table>
<thead>
<tr>
<th>Select Goal to Evaluate</th>
<th>Weight</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scare Ghosts</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td>Go to training</td>
<td>20%</td>
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</table>

View **after** goal has been evaluated.
Step 3: Summary Comments and Ready for Meeting

From the *Home Toolbar*, under *Appraisals*, click *Summary Comments*. Click in the Summary Comments box and enter any additional information, concerns, etc. (if desired).
Step 4: Summary Comments and Ready for Meeting (continued)

WARNING: THIS IS YOUR LAST CHANCE TO MAKE CHANGES.
Once you mark the appraisal as ready you may not change it.
Step 5: Email Notification – PerformancePro E-sign

To: Arizmendi, Julio

Performance appraisals must be electronically signed in Performance Pro by both the appraiser and the employee. Our records indicate your signature is still needed on a performance appraisal. Please log into Performance Pro and sign the item(s) in your E-Signature in-box on the Home screen. Performance Pro can be accessed at https://apps.utsystem.edu/ PerfProLogin
Step 6: E-Signing the Appraisal

Click on the *Checkbox*, select **Agree** or **Disagree**. Then **Save**.

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**YOU HAVE COMPLETED YOUR SELF-APPRAISAL!**
Viewing Your Current Appraisal

From the *Main Menu*, click **Home**. Click **My Current Appraisal**. You may view your assigned factors, goals and your self-appraisal scores. Completed appraisals, which include the appraiser’s scores, cannot be viewed from this screen.
Step 1: Review Notes

Step 2: Evaluate Factors
Step 3: Evaluate Goals
Step 4: Ready for Meeting
Step 5: Merge Appraisal

Meeting

Step 6: Sign the Appraisal
Step 7: Complete the Appraisal
Step 8: Sign the Appraisal

By May 26th
We heard you, and we’re making changes to improve the Performance Management process.

- Transition from performance factors to Leadership Competencies
- Replacing Performance Appraisals with a new Performance Goal process
- Simplified weighting system
- A focus on performance goal outcomes, not activities
- Feedback from peers and/or indirect managers
- Ongoing performance discussions and teachable moments
- Introduce Pay for Performance
- Systems enhancements coming...
Resources

• UT System **UT4U Performance Management Site**
  – FAQs
  – PowerPoint Slides
  – Quickstart Guide
  – Factor Weight and Definition Guide
• OES SharePoint
  – Recorded Presentations (Video/Audio)
• HR Business Partner
HR Business Partner Team

Siria Barrera, MA, SHRM-SCP
HR Business Partner

DEPARTMENTS
BOARD OF REGENTS
FEDERAL RELATIONS
GOVERNMENTAL RELATIONS
HEALTH AFFAIRS
HUB
HUMAN RESOURCES
INNOVATION & STRATEGIC INVESTMENT
OGC
POLICE (ODOP)
SHARED SERVICES
STRATEGIC INITIATIVES
TMD-SAS

Johnny Reyes, SHRM-SCP
HR Business Partner

DEPARTMENTS
ACADEMIC AFFAIRS
CHANCELLOR’S OFFICE
EXTERNAL RELATIONS
FACILITIES (OFM)
OFPC

Julio Arizmendi, MPA
HR Business Partner

DEPARTMENTS
BUSINESS AFFAIRS
BUSINESS DEVELOPMENT
CONTRACTS AND PROCUREMENT
CONTROLLER’S OFFICE
EMPLOYEE BENEFITS (OEB)
FINANCE
OTIS
INFORMATION SECURITY
RISK MANAGEMENT (ORM)
SHARED BUSINESS OPS (SBO)
SYS-WIDE INFO SVCS (SWIS)
SYSTEMWIDE COMPLIANCE
TOGI

Stephanie Gil, PHR, SHRM-CP
Manager, HRBP Team

DEPARTMENTS
AUDIT
INST FOR TRANS LEARN (ITL)
SHARED INFORMATION SERVICES (SIS)
UNIVERSITY LANDS