Performance Management and Appraisal Training for Managers

Office of Employee Services

April 21, 2015
Training Objectives

- Performance appraisals
  - Who, When, What, Why, and How
- Review of the performance appraisal framework
- Preview Performance Pro
  - A guided tour
- Resources
Who needs a performance appraisal?

- Benefits eligible Classified and A&P employees
- New/Probationary employees who have not completed a 90 or 180 day appraisal between 3/1 and 5/31.
- Related UT System policies: INT107 and INT131
When are appraisals conducted?

- **Appraisal Timeline:**
  - Begin in April 2015
  - Completed by June 2015

- **Appraisal Review Period:**
  - June 1, 2014 to May 31, 2015
  - **New Employees:** Start Date to May 31, 2015
What is involved in the appraisal process?

• Self appraisal/goals
  – Where have I been?
  – Where do I want to go?
  – What are the gaps?
  – SMART Goals
• Manager evaluation
• Appraisal review meeting (employee/Manager)
• Employee and Manager E-sign completed appraisal
Setting Goals (SMART)

Specific: What is the employee expected to deliver?

Measurable: How do you know if the goal has been reached?

Achievable: Can the goal be accomplished?

Relevant: Will this goal lead to the desired results?

Time-bound: “by when?”
Why do we conduct appraisals?

- Participate in developing employee goals and development plan
- Clarify expectations
- Create an environment of open communication
- Provide a record/foundation for merit increases
- State law requires institutions to establish criteria for awarding merit increases.
Avoiding Appraisal Mistakes

• Consider the totality of the employee’s performance
• Inadequate record keeping
• Lack of establishing milestones for progress reviews
• One–way communication
• Referring to any reference related to a legally protected class
• Lack of clear expectations and objectives moving forward
Discussion and Feedback Meeting

- Schedule in advance, meet in private, and be on time
- Set a positive tone, build rapport with a friendly welcome
- Allow ample time for the discussion
- Outline the agenda for the meeting
- During a difficult message, stick to “Just the Facts”:
  - Follow the order of the evaluation document
  - Don’t get emotional
  - Allow the employee to make a case, and if they have ample evidence, consider adjusting the review
- If the staff member is highly agitated, stop the meeting and resume the next day
<table>
<thead>
<tr>
<th>Performance Factor</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Accomplishments:</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>Accountability:</td>
<td>20%</td>
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<td>• Focus on Results</td>
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<td>• Quality</td>
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<td>• Reliability</td>
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<td>• Compliance</td>
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<td>Knowledge, Skills, and Abilities:</td>
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<tr>
<td>• Communication</td>
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<td>• Job Knowledge</td>
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<td>• Teamwork</td>
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<tr>
<td>Management:</td>
<td>20%</td>
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<tr>
<td>• Initiative &amp; Innovation</td>
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<td>• Planning &amp; Resource Stewardship</td>
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<tr>
<td>• Leadership</td>
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<td>• Identify, Hire, Develop, &amp; Retain</td>
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## Performance Factors: Non-Supervisor

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<tr>
<td><strong>Commitment to Excellence</strong></td>
<td>20%</td>
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<tr>
<td>• Initiative &amp; Innovation</td>
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<td>• Customer Service</td>
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<td>• Mission Support</td>
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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.
Performance Pro:

1. Access UT4U [http://www.utsystem.edu/ut4u/homepage.htm](http://www.utsystem.edu/ut4u/homepage.htm)
2. Navigate to Resources/Employee Services/ Performance Management (the link will also appear under Announcements temporarily)
3. Select The University of Texas System Administration as your home institution
4. Enter your SNAC login and password
5. Press Enter on your keyboard or click the Login button
STEP 1: Evaluate Factors
From the Main Menu, under Appraisal, click Evaluate Factors. Select your role as an appraiser. Select name of employee you would like to appraise from the employee list box. Select a factor to evaluate from the Overview tab.
STEP 1: Evaluate Factors (continued)
Select a factor to evaluate under the *Evaluation* tab. Next, select a rating for the factor. Enter comments. Repeat this step for each factor.
Step 2: Evaluate Goals (if applicable)

From the Main Menu, under Appraisals, click Evaluate Goals. Next, select a rating for the goal. Enter comments. Repeat this step for each goal.
Prior to evaluating on the overview tab.

View after goal has been evaluated.
Step 3: Set New Goals for the Future (if applicable)
1. From the Main Menu, under Employee Documents, click Employee Goal Tool, Future Goals Tab.
2. Click the Add New button.
Step 4: Summary Comments and Ready for Meeting
From the Main Menu, under Appraisals, click Summary Comments. Click in the Summary Comments box and enter any additional information, concerns, etc. (if desired). Enter information in any additional comment fields appearing on this screen.
WARNING: THIS IS YOUR LAST CHANCE TO MAKE CHANGES. Once you mark the appraisal as ready you may not change it.
YOU HAVE COMPLETED YOUR SELF-APPRAISAL!
Viewing Your Current Appraisal

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

Step 1: Review Notes

Step 2: Evaluate Factors

Step 3: Evaluate Goals

Step 4: Set Future Goals

Step 5: *Ready for Meeting

Meeting

Step 6: Merge Appraisal

Edit Appraisal, if necessary

Step 7: Complete the Appraisal

Step 8: Sign the Appraisal

Appraiser

Performance Appraisal Process

Step 1: Review Notes

Step 2: Evaluate Factors

Step 3: Evaluate Goals

Step 4: Set Future Goals

Step 5: Ready for Meeting

Step 6: Sign the Appraisal

Step 7: Complete the Appraisal

Step 8: Sign the Appraisal

April - June

June
Resources

• UT System Performance Management Website
  – UT4U Performance Management Site
  – FAQ’s
  – Appraisal Guide
• OES SharePoint
• PerformancePro homepage
• HR Business Partner