Agenda

- Performance Management Overview & Cycle
- Performance Appraisal Framework
- Incorporating Current and Future Goals in the Performance Appraisal
- Employee & Manager Roles in the Performance Appraisal Process
- Tips to Improve the Appraisal Experience
- Tools & resources
- Questions
Performance Management Overview & Cycle
What is Performance Management?

**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.

A successful performance management program helps organizations retain talented employees, keep them engaged, enhance learning, build a winning culture and be successful.
Benefits of Effective Performance Management

Benefits to Employees:
- Clarifies what is expected.
- Enables a platform for frequent and meaningful manager feedback.
- Identifies individual strengths to develop further.
- Recognizes high performance.

Benefits to the Organization:
- Ensures that employees’ work is focused on the right areas to drive our success.
- Reinforces a performance-based model where exceptional performance and best performers are identified.
- Encourages employee engagement.
- Maximizes efficiency.
Benefits of Performance Appraisal

- Emphasizes the value of an employee’s contributions
- Is balanced, objective, informative and focuses on improving performance
- Supports performance expectations by providing specific and meaningful feedback
- Engages the manager and employee in developing goals and a career plan
- Creates an environment for collaboration and open communication
- Contributes to the future success of the organization
- Formal record supporting merit award per statute
Performance Management Cycle

1. Ongoing Communication & Employee Engagement
2. Mid-year Check-in
3. Annual Performance Appraisal
4. Rewarding Performance
5. Department Performance Goals
6. UT System

Employee Coaching & Development
Performance Appraisal Framework
UT System Administration Appraisal Framework

Self appraisal

Manager appraisal

Appraisal Review
Complete by: June 29th

Applies to:
• Benefits eligible Classified and A&P employees with a start date* prior to 3/1 (merit eligible)
• Appraisal review period: June 1, 2017 to May 31, 2018

*Employees with a start date 3/2 or later will complete a 90 or 180-day appraisal (not merit eligible)
Performance appraisal Factors: Non-Supervisor

**ACCOUNTABILITY**

- Focus on Results: challenges self, measures & assess outcomes, accountable for their results
- Quality: attentive to detail and accuracy, sets & supports quality standards, makes continuous improvements
- Reliability: completes assignments in a timely & competent manner
- Compliance: complies with applicable laws, rules & policies

**KNOWLEDGE, ABILITIES & SKILLS**

- Communication: listens & provides timely communication clearly, appropriately uses feedback to maximize employee performance
- Job Knowledge: understands job duties & responsibilities, sets clear expectations
- Teamwork: contributes to the team, exchanges ideas & opinions, promotes mutual respect of diverse perspectives

**ACCOMPLISHMENTS**

- Work Plan: develops a personal work plan, is organized & timely with their work
- Goals: establishes challenging & appropriate work goals
- Duties & Responsibilities: understands duties & responsibilities of their role & completes these tasks
- Other Accomplishments

**COMMITMENT TO EXCELLENCE**

- Initiative & Innovation: works independently & is self-directed, remains flexible to changing priorities & limited resources, seeks innovative solutions
- Customer Service: demonstrates professional rapport, responds to inquiries in a timely fashion
- Mission Support: understands connection between individual role & the organization’s mission & goals

**Performance appraisal Factors: 40%**

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**Performance appraisal Factors: 20%**

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Performance appraisal Factors: Supervisor/Senior Staff

**Accomplishments**
- **40%**
  - Work Plan: develops a personal work plan, is organized & timely with their work
  - Goals: establishes challenging & appropriate work goals
  - Duties & Responsibilities: understands duties & responsibilities of their role & completes these tasks
  - Other Accomplishments

**Accountability**
- **20%**
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  - Quality: attentive to detail and accuracy, sets & supports quality standards, makes continuous improvements
  - Reliability: completes assignments in a timely & competent manner
  - Compliance: complies with applicable laws, rules & policies

**Knowledge, Abilities & Skills**
- **20%**
  - Communication: listens & provides timely communication clearly, appropriately uses feedback to maximize employee performance
  - Job Knowledge: understands job duties & responsibilities, sets clear expectations
  - Teamwork: contributes to the team, exchanges ideas & opinions, promotes mutual respect of diverse perspectives

**Management**
- **20%**
  - Initiative & Innovation: flexible to changing priorities & limited resources
  - Planning & Resource Stewardship: sets priorities & develops realistic plans, maximizes resources to achieve optimum value
  - Leadership: empowers employees at all levels, fosters inclusion collaboration, sound ethical standards & models expected behavior.
Rating Scale

- **Outstanding Performance**: Exemplary accomplishments and/or unique and unusual accomplishments which result in benefits to System Administration or the institutions.

- **Very Good Performance**: Exceeded the expectations and requirements of the assigned position; regularly produces expected accomplishments.

- **Good Performance**: Meets job expectations and requirements; 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.
Annual Performance Appraisal Process Overview

1. Log Into Performance Pro
   Set your role (employee or appraiser)

2. Complete Appraisal
   Evaluate Factors and Goals, then provide Summary comments as necessary

3. Route Appraisal
   Mark Ready for Meeting, Merge

4. Meeting
   Managers and employees discuss performance and goals, Complete, E-Sign
Incorporating Current & Future Goals
Why Do We Need Performance Goals

• Allows UT System to track tangible progress directly related to intended goals and objectives.
• Provides a framework to assess the success of our work and encourages a continuous improvement mentality.
• Encourages a focus on **outcomes** vs **outputs**.
• Helps us communicate the value of our efforts.
• Allows everyone to be aligned and aware of our “ultimate destination”
Performance Goals Enables Better Alignment
Current Goals

• Evaluating your current goals (6/1/2017-5/31/2018) during this appraisal process.

• Three goal evaluation options provided to leaders:

  Departmental | Departmental goals documented in *Current Goals* section.

  Individual  | Individual goals documented in *Current Goals* section.

  Factor      | Goals documented in the *Accomplishments factor*.

• Department leaders selected option for corresponding departments.
Future Goals

• Departments create at least two future departmental goals (6/1/2018-5/31/2019) by August 1

• HR will facilitate leadership goal meetings to move to a focus on performance goal outcomes June 18-July 16

• Once departmental goals are established, they will be communicated to all employees through a mid-year check-in (December-January)
Goal Setting Process

Departmental Goals

Department leaders align goals to UT System goals

Functional/Team Goals

Managers and Employees establish goals that align with department goals
Goal Setting Process

Goal
Where do you want to go?

Objective
What broad actions are required to achieve the goal?

Deliverable/Actions
What are the project outputs required to achieve these results?

Measure
How will we measure progress towards the results?
Keep Goals SMART

<table>
<thead>
<tr>
<th>Specific</th>
<th>Measurable</th>
<th>Achievable</th>
<th>Relevant</th>
<th>Time-bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clear and specific, focused, motivating</td>
<td>How will you assess progress?</td>
<td>Realistic and attainable goals are more successful.</td>
<td>Does this goal matter? Does it align with other relevant goals?</td>
<td>Within what timeframe?</td>
</tr>
<tr>
<td>What will be delivered?</td>
<td>How will you know if the goal has been reached?</td>
<td>Can the goal be accomplished?</td>
<td>Will this goal lead to the desired results?</td>
<td>By when?</td>
</tr>
</tbody>
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Evaluate and re-adjust goals as needed.
Employee and Manager Roles
It is highly encouraged that employees complete a self appraisal. The benefits of doing so will lead to a more impactful appraisal by allowing:

- Participation
- Collaboration
- Communication
- Insight
Manager’s Role: Setting Appraisals up for Success

The role of the Manager (Appraiser) is key to the success of the employee and overall appraisal process.

Aside from evaluating factors and providing comments, managers play a leading role in the following:

- Preparation
- Appraisal
- Meeting
- Follow up
Preparation
- Review notes and documentation
- Review employee self-appraisal
- Review employee job description
- Review department objectives

Appraisal
- Complete factor ratings
- Provide comments and set expectations
- Identify areas of strength
- Identify areas of improvement
- Document the facts

Meeting
- State purpose
- Address areas of strength and improvement
- Provide feedback
- Actively listen
- Conclude with next steps

Follow Up
- Monitor and evaluate progress
- Ongoing coaching
- Development planning
- Introduce new projects and tasks
- Document progress
Continuous Feedback Loop

To ensure effectiveness, appraisal of performance should be communicated, continuously, not just conducted during an annual appraisal.

This allows managers to regularly monitor their employees’ progress and coach employees in areas for improvement.
Conducting Check-In Conversations

Here are some examples of when you can seize the opportunity to have an impactful conversation with your manager:

• Upon closing a project or large deliverable
• Delivering results under situations of high pressure/stakes/exposure
• Assuming different/new/additional responsibilities or roles
• During times of personal and professional transition or ambiguity
• Shifting business strategy or direction
• Request for advice, support or feedback
• Mid-year check in
Tips to improve the appraisal experience
What is unconscious bias?

Conventional wisdom says that people can evaluate objectively and fairly…but, research says that appraisal will be biased unless you use mitigation strategies.

Truth is…if you have a brain, you are biased.

What are those mitigation strategies?

*NeuroLeadership Institute 2018*
Idiosyncratic Rater Effect

“...61% of my rating of you is based on a reflection of me.”

*2015 Harvard Business Review*
Common Biases: The SEEDS Model*

- Similarity
- Expedience
- Experience
- Distance
- Safety

*NeuroLeadership Institute 2018
Discussion and Feedback Meeting

• Schedule in advance, meet in private, and be on time
• Set a positive tone, build rapport with a friendly welcome
• Actively listen
• 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 appraisal document
  – Allow the employee to make a case, and if they have ample evidence, consider adjusting the review
• If the situation becomes escalated or emotional, stop the meeting and resume the next day
More tips to remember…

**Do:**
- Use specific and relevant examples
- Be factual and objective
- Clearly convey the intent of the message
- Balance review of the previous year with forward-looking comments

**Don’t:**
- Generalize
- Avoid performance concerns
- Use absolute words such as “always, never, completely, etc.”
- Commit in writing what you can not deliver
Resources

- UT System [UT4U Performance Management Site](#)
  - FAQs
  - PowerPoint Slides
  - Performance Management Toolkits

- OHR SharePoint
  - Recorded Presentations (Video/Audio)

- Skillsoft Courses/Trainings
  - UT4U Learning Zone

- HR Business Partner
HR Business Partner Team

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HR Business Partner

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

Johnny Reyes, SHRM-SCP
HR Business Partner

Julio Arizmendi, MPA
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DEPARTMENTS
- BOARD OF REGENTS
- FEDERAL RELATIONS
- GOVERNMENTAL RELATIONS
- HEALTH AFFAIRS
- HUB
- INNOVATION & STRATEGIC INVESTMENT
- OGC
- POLICE (ODOP)
- STRATEGIC INITIATIVES
- TMD-SAS

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

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

DEPARTMENTS
- AUDIT
- HUMAN RESOURCES
- SHARED INFORMATION SERVICES (SIS)
- UNIVERSITY LANDS
Questions