



# System Office

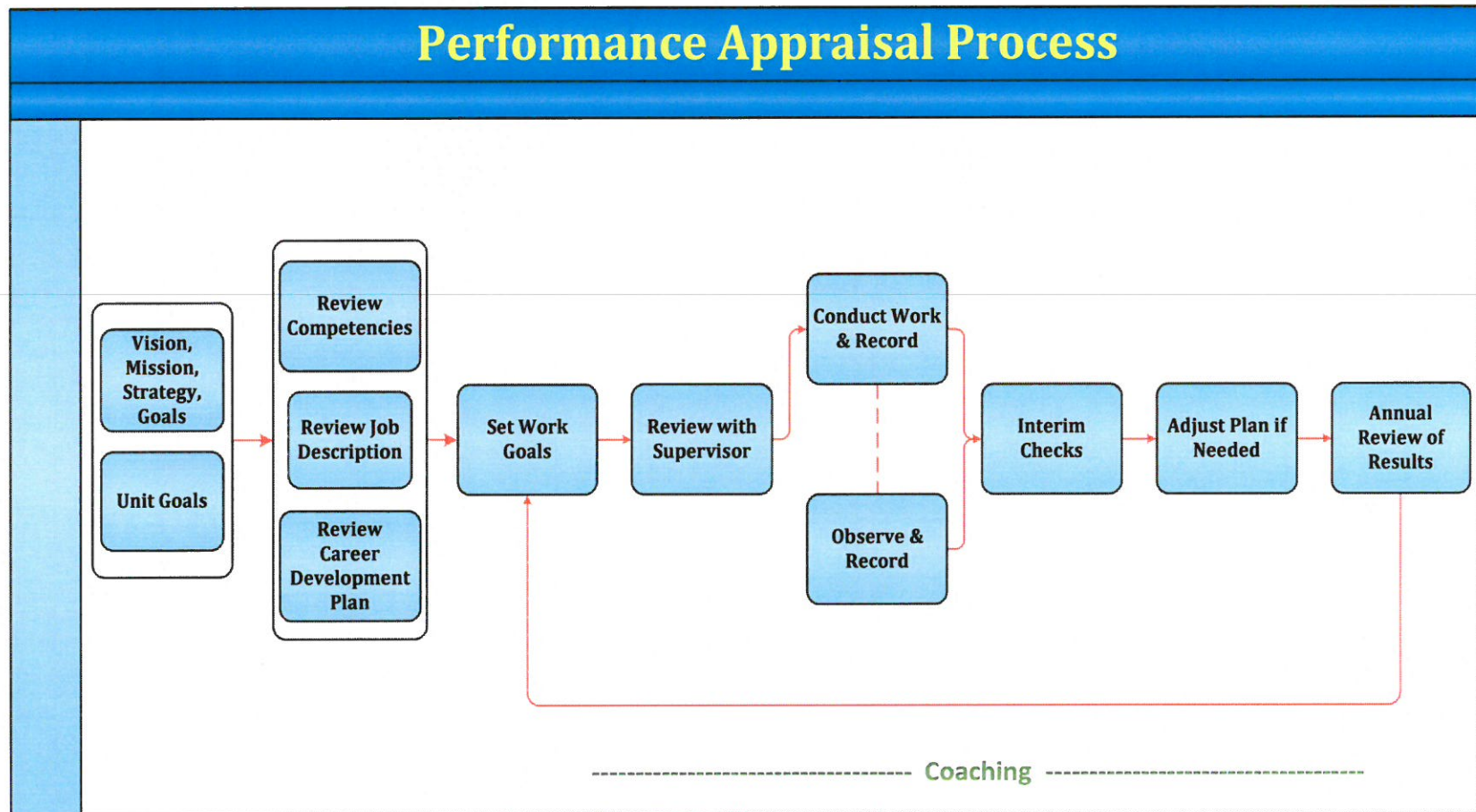
## Performance Appraisal Process and System

May 2018

# Objectives

- Preparing for the performance appraisal
- Giving and receiving feedback
- Setting simple and achievable goals
- Using the online performance appraisal system
- Providing follow-up and feedback throughout the year

# Big-Picture Process





# Role Summary

Who	What
System HR	<ul style="list-style-type: none"> <li>• Define and facilitate the process for System Office Units</li> <li>• Draft and maintain job descriptions</li> </ul>
Supervisor's Manager	<ul style="list-style-type: none"> <li>• Review final performance appraisal</li> <li>• Acknowledge receipt of signed performance appraisal</li> </ul>
Supervisor	<ul style="list-style-type: none"> <li>• Provide input and sign off on job description</li> <li>• Update job description annually</li> <li>• Reach alignment with employees goals and unit needs</li> <li>• Observe employee performance</li> <li>• Provide feedback on performance and success in meeting expectations of the position</li> <li>• Lead the performance appraisal discussion</li> <li>• Draft Section 2 and electronically sign performance appraisal</li> </ul>
Employee	<ul style="list-style-type: none"> <li>• Develop work and professional goals</li> <li>• Perform and meet/exceed expectations</li> <li>• Listen and act on feedback</li> <li>• Prepare for the performance appraisal discussion</li> <li>• Complete Section 1 of performance appraisal</li> <li>• Electronically sign final performance appraisal</li> </ul>

# Job Description

- **Definition**

- Outlines duties and responsibilities of a position
- Identifies skills, knowledge and abilities (KSA) to perform job

- **Why is it important?**

- Foundation for determining competencies needed to fill position
- Basis for communicating what is expected from the employee by the manager
- Baseline for determining successful execution of the position

- **Why Keep Current**

- Alignment on job expectations and for certain classifications, also compensation
- Requirement by the State Universities Civil Service System



# Completing the Appraisal and Goals

- Be specific
- Use action verbs
- Provide concrete performance examples
- Rely on your observations
- Assessment should be for a 12-month period and comprehensive – not just recent behaviors/performance
- Highlight BOTH strengths and opportunities for growth
- Nothing should be a surprise

# Ratings

- Extraordinary/Distinguished Performance
  - Very Successful/Effective Performance
  - Partially Successful Performance/Needs Improvement
  - Unsuccessful/Unacceptable Performance
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## Guidelines

- Extraordinary/Distinguished Performance is achievable
- Needs Improvement or Unsuccessful requires a Performance Improvement Plan but is *not* discipline
- Evidence (factual - observation) based
- Collaborate on understanding of ratings

# Goal Setting

## **Specific**

*Goals should have their expected outcome stated as simply, concisely and explicitly as possible. Answer the questions: Who? What? When? Why?*

## **Measurable**

*Goal has an outcome that can be easily measured.*

## **Achievable**

*Goal has an outcome that is challenging, yet realistic given current situation, resources and time available.*

## **Relevant**

*Goal aligns with organizational, department, or unit goals. Helps work toward the “bigger picture.”*

## **Timely**

*Goal statement specifies a realistic timeframe for meeting the goal.*



# Performance Appraisal Meeting

## Supervisor

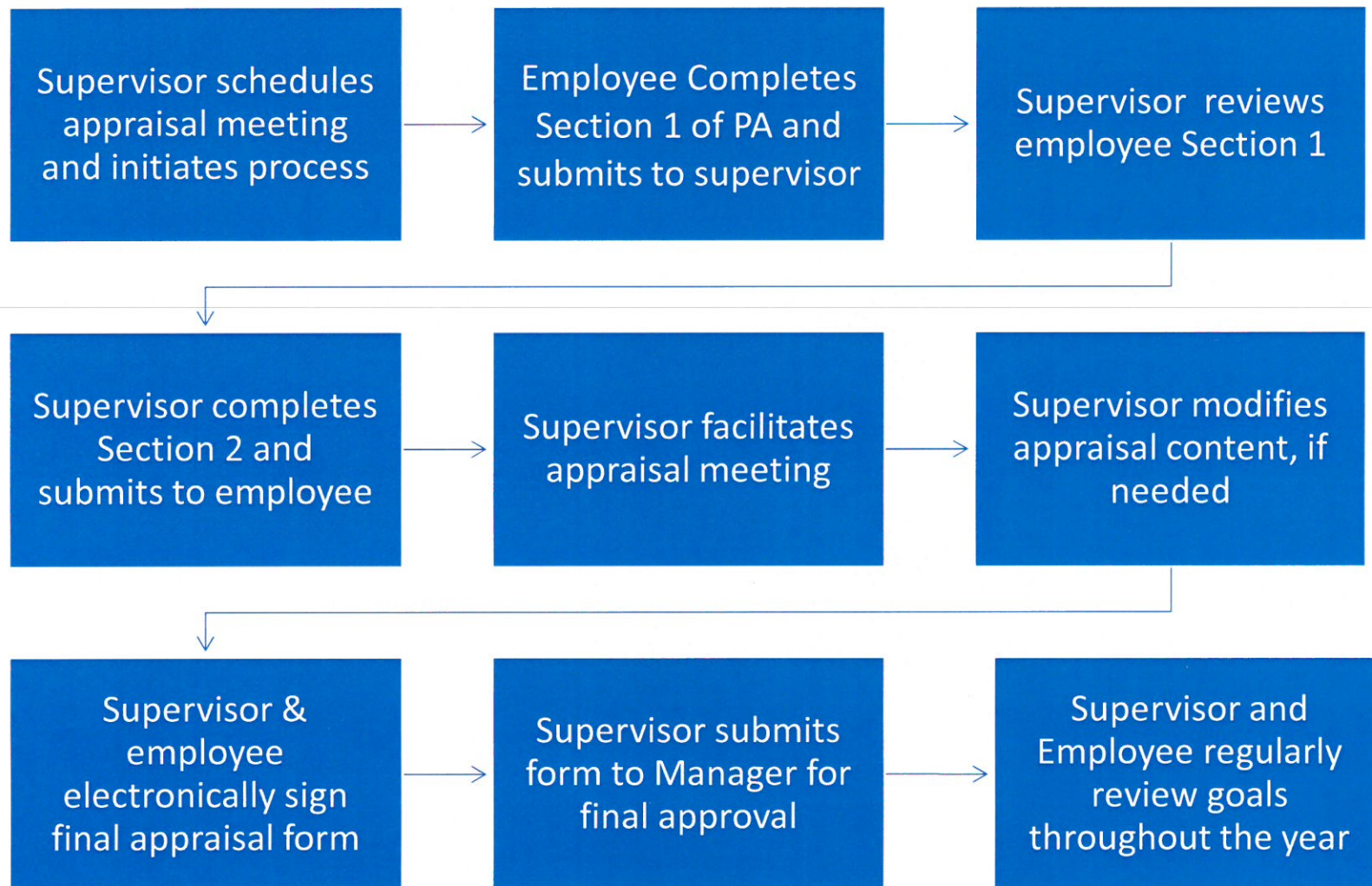
- Show respect
- Be positive
- Manage emotions

## Employee

- Host the meeting at an appropriate place
- Have an agenda with an opening and closing
- Start off with positive feedback
- Give honest feedback
- Focus on specifics
- Allow time for the information to be absorbed

- Be prepared
- Bring notes if needed
- Listen to the feedback
- Ask questions
- Clarify expectations
- Challenge feedback with data and specific examples
- Embrace your strengths
- Participate in plan for addressing issues or growth opportunities

# Operational Process for PA's



# Coaching and Continual Feedback

- Communicate with your employees and supervisor regularly.
- Be supportive.
- Evaluate performance constantly.
- Praise good performance – when you see it, say it.
- Correct poor performance – make it private, make it positive.
- Work together on solutions to reach employee, department, and organizational goals.