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

Performance Appraisal Process

- Vision, Mission, Strategy, Goals
- Unit Goals
- Review Competencies
- Review Job Description
- Review Career Development Plan
- Set Work Goals
- Review with Supervisor
- Conduct Work & Record
- Interim Checks
- Observe & Record
- Adjust Plan if Needed
- Annual Review of Results

Coaching
## Role Summary

<table>
<thead>
<tr>
<th>Who</th>
<th>What</th>
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| System HR            | • Define and facilitate the process for System Office Units  
                       • Draft and maintain job descriptions                                                   |
| Supervisor's Manager | • Review final performance appraisal  
                       • Acknowledge receipt of signed performance appraisal                                  |
| Supervisor           | • Provide input and sign off on job description  
                       • Update job description annually  
                       • Reach alignment with employees goals and unit needs  
                       • Observe employee performance  
                       • Provide feedback on performance and success in meeting expectations of the position  
                       • Lead the performance appraisal discussion  
                       • Draft Section 2 and electronically sign performance appraisal                 |
| Employee             | • Develop work and professional goals  
                       • Perform and meet/exceed expectations  
                       • Listen and act on feedback  
                       • Prepare for the performance appraisal discussion  
                       • Complete Section 1 of performance appraisal  
                       • Electronically sign final performance appraisal                                |
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/performances
- 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

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**
- 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

- 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
Operational Process for PA's

1. Supervisor schedules appraisal meeting and initiates process
2. Employee Completes Section 1 of PA and submits to supervisor
3. Supervisor reviews employee Section 1
4. Supervisor completes Section 2 and submits to employee
5. Supervisor facilitates appraisal meeting
6. Supervisor modifies appraisal content, if needed
7. Supervisor & employee electronically sign final appraisal form
8. Supervisor submits form to Manager for final approval
9. Supervisor and Employee regularly review goals throughout the year

5/18/2018
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.