Managing and Evaluating Employee Performance

January 2018

Timelines

Non-Instructional Academic Staff and Limited

- Fiscal year
- Processes begin in July for prior year (July 1 – June 30)
- Due by end of August

University Staff

- Calendar year
- Processes begin late January for prior year (January 1 – December 31)
- Due by end of March

Why Are Evaluations Important?

- Allows an employee to see how their work fits into the departmental goals and why their work is important.

- Allows employees to know how they are performing, what they can improve, and in what areas they have good performance.

- Allows both employees and supervisors to communicate goals, expectations, and achievements.

- Identifies potential problems early.

- Evaluations are a key piece of the puzzle for future personnel issues, including discipline, compensation, and promotion.

- Aids in employee retention.

- Identifies training and development needs for the department.

Not Just Once a Year…

- Communication
- Consistent ongoing feedback
- Mentoring and developing
- Acknowledgement
  - Thanks, complement, praise, redirect
  - Role model, instruct
- Staff morale
- Knowing what you can do to assist
- Document

Performance Management Cycle

Set Expectations

Take Action

Receive Feedback

Take Action

Evaluate

Effective Performance Evaluations

- Employee understands the purpose and knows the importance of the evaluation to him or her and the organization

- Performance standards are measurable and clearly related to the position description and organizational goals

- Objective, accurate, and solution-oriented (written by the supervisor)

- Supervisor clearly states performance, good or bad, and seeks employee's input

- Both the supervisor and the employee actively participate in the process

Performance Evaluation Development

- **Discuss with employee** to ensure that the employee understands the process, performance standards, and how they will be measured

- **Encourage employee input** into the evaluation process, and incorporate appropriate suggestions

- **Answer any questions** the employee may have about the evaluation process or their position

Step 1:
The Foundation – Position Descriptions

- Accurate and up-to-date position descriptions are essential.

  - Key responsibilities and qualifications

- If updated, be sure to submit signed version to HR.

- Position Description Template:

  https://www.uwgb.edu/UWGBCMS/media/hr/forms/PositionDescription.docx?ext=.docx

Step 2: Employee Self-Evaluation

- R.A.P = Review. Analyze. Plan.
  - **Review.** List your major accomplishments during the review period
  - **Analyze.** Where could things be better? What are some barriers to your success?
  - **Plan.** What would you like to accomplish next year (goals)? What resources could help you reach these goals?
- Self-reflection before the evaluation conference.
- Should be sent to the supervisor before supervisor narrative is created and prior to the evaluation meeting.
- Allows the supervisor to prepare for subjects that may come up in the evaluation meeting.
- Also alerts the supervisor of what the employee has identified as important goals for the next review period.

Step 3: Performance Evaluation Form

- Addresses accomplishments and areas for improvement and provides a framework for collaboration on realistic expectations and goals.

- Evaluations should be:
  - Based upon job-related factors (directly tied to the position description
  - Objective
  - Accurate
  - Drafted by the supervisor, NOT the employee
  - Written with integrity
  - Solution oriented and constructive

Performance Standards and Goals

- Detail performance results
  - Review any documentation, work product, feedback
  - Indicate whether performance standards were met
  - Include narrative of why or why not and how well; comment on accomplishments, contributions
  - Be specific; don't give mixed messages

- Identify necessary maintenance, revision, or remedial actions

- Document objectives for next evaluation period (usually the following year) using S.M.A.R.T goals.

SMART GOALS GUIDE

Specific	What exactly needs to be accomplished? Why do we want to accomplish this goal?
Measurable	How will we know we have succeeded? How much change needs to occur? How many actions or cycles will it take?
Attainable	Do we have the resources to achieve the goal? Is the goal a reasonable stretch? Is the goal likely to bring success?
Relevant	Is this a worthwhile goal? Will it be meaningful to management/the team? Can we commit to achieving this goal?
Time-bound	What is the deadline for reaching the goal? When will we begin taking action?

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Performance Standards and Goals

<u>Quantitative</u> – goal is measured by a metric or statistic

- Timeliness

- Rate

- Volume

- Accuracy

- Amount of work accomplished within a specific timeframe

<u>Qualitative</u> – goal is measured by observation

- Comprehension

- Professional judgment

- Opinion ratings from customers/clients

- Work results

- Creativity

Performance Evaluation Conferences

- Schedule the meeting well in advance.
- Be prepared.
- Choose a quiet place for meeting and limit interruptions.
- Watch your body language.
- Do not delay the meeting – timeliness shows importance of feedback and that performance is important.
- Don't waste time in the meeting – keep on topic.
- Allow for two-way communication. Listen.
- Focus on the job tasks. Should not be a time for discipline.
- Discuss goals and future development. Encourage success and address ways to improve performance and success.
- Inform employee that s/he may document his or her comments or disagreement regarding the evaluation.

Performance Concerns?

- Ignoring the performance concerns will NOT make them change (i.e., in a few more weeks, things will improve)

- Supervisors MUST feel that honest appraisals are allowed, expected, and encouraged – don't give a stellar appraisal for an average or below-average performer.

- Performance deficiencies impact all staff, not just the employee demonstrating poor performance.

- Employees must be held accountable for their actions.

Performance Concerns?

- Communication is a critical key to employee success!

- Questions? Call Human Resources if you have any questions or concerns (x2390)

After the Meeting

- Make revisions to evaluation as discussed during meeting.

- Encourage the employee to provide employee comments on the evaluation.

- If warranted, provide a written response to employee comments (generally not needed).

- Obtain employee's signature on the final evaluation.

- Provide copy of evaluation to employee, and forward original to next level supervisor for signature.

- Follow up with employee throughout the year to discuss progress on performance issues that need to be assessed prior to next annual evaluation.

Reminder:
The other 11 months of the year…

- Review goals quarterly.

- Follow-through on plan and timeline for performance improvements.

- Be sure to document any changes that happen in job duties throughout the year.

- Keep communication open.

Pay Plan & Wage Adjustments

- All compensation adjustments are tied to performance pursuant to the <u>UW-Green Bay Compensation and Pay Plan Policy</u>.

- Employees with performance rated below satisfactory or with ongoing performance concerns should NOT receive compensation increases.

- Supervisors must have up-to-date, documented performance evaluations on file for all direct reports in order to be eligible for base rate adjustments or pay plan increases.

Questions

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Contact Human Resources (920) 465-2846
hr@uwgb.edu