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
- Evaluate
- Take Action
- Receive Feedback
- Take Action

(Compass diagram with arrows connecting the steps in the cycle)
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

  - **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.
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Performance Standards and Goals

**Quantitative** – goal is measured by a metric or statistic
- Timeliness
- Rate
- Volume
- Accuracy
- Amount of work accomplished within a specific timeframe

**Qualitative** – 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 UW-Green Bay Compensation and Pay Plan Policy.

• 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

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