What is Performance Management?

Performance Management is the systematic process by which an organization involves its employees in improving organizational effectiveness, and in the accomplishment of the organization’s mission and goals.
Employee Performance Management
Includes:

- **Planning**: Plan work and performance standards
- **Monitoring**: Consistently measuring performance & providing feedback
- **Rewarding**: Recognizing employees for performance & contributions
- **Rating**: Evaluating performance based on set standards
- **Developing**: Increasing performance capacity through training
Effective performance management:

✓ Is continual, even if it’s not always formal

✓ Addresses changes in performance, whether positive or negative, and looks for root causes

✓ Can lead to a competitive advantage since it supports a process of continual assessment and improvement

✓ Is conversational!

✓ Is goal oriented – and outcome oriented
Why is the Annual Review So Important?

• Employees deserve a clear understanding of job expectations
• When done well, the identification of strengths and areas for improvement can alone be a huge motivator
• Identifies training opportunities that will enhance performance in some way
• Provides and opportunity to discuss career aspirations (SMART goals),
• With the UC mission, values, and strategic plan as a guide, it keeps the team focused on common goals

A UC Core Value: “continual improvement in our educational and operational quality”

• What gets measured, gets done; accountability for results (fits into our culture of assessment)
• At times, used to support decisions on personnel actions
Performance Review Gone Wrong!

- [https://www.youtube.com/watch?v=gdp4sPviV74](https://www.youtube.com/watch?v=gdp4sPviV74)

What were the issues here?
Common Barriers to Effective Performance Reviews

• Lack of regular communication/unclear job expectations (no surprises!)
• Employee cannot connect his/her work to the mission
• Goals are unclear and progress is never measured along the way
• Personality conflicts (stick to performance, but recognize BEHAVIOR is an element of performance!)
• Recency bias (too much emphasis on recent events vs. whole year)
• Supervisor is untrained on how to conduct reviews; fails to plan
• The evaluation tool is complicated.
• Supervisor does all the talking
• Goal setting process is too weak or too aggressive

And finally..supervisors don’t like doing it, and it shows!
Current Tool – The Reviews are In!

**Current tool:**
Two separate forms  
Key areas with descriptors  
Scored numerically

On a positive note, it forced conversations and improved completion %

**BUT…..**
• Lengthy – could be 10-14 pages long  
• Repetitive  
• Too much scoring  
• Fixation on numbers
New Tool – LESS is MORE

• Shared with Cabinet, PSAC, and Institutional Effectiveness Committee
• Modeled after other schools
• Fillable form
• 4 pages (or 2, front/back)
• Still has key areas, but no numbering of each item
• WORDS not NUMBERS for rating (four rating categories)
• Requires a Work Improvement Plan for two categories
• Has a narrative version
• Does not abandon the goal-setting process

In short – MUCH SIMPLER!
ANNUAL PERFORMANCE REVIEW FORM

Employee Name
Department
Job Title
Supervisor
Date of Review
Annual Review Period

Instructions:
This form serves to document both employee performance for the annual review period and the conversation between employee and supervisor that takes place regarding annual performance. For each section, please provide specific feedback (comments, examples, etc.) and a rating for that section. When all sections are completed, assign an overall performance rating for review period. If a particular section does not apply, simply mark "N/A" in the rating box.

The performance rating categories are:
- Outstanding
- Meets Expectations
- Improvement Needed (overall rating requires Work Improvement Plan)
- Unsatisfactory (overall rating requires Work Improvement Plan)

All completed employee reviews are to be submitted to the Office of Human Resources by a predetermined deadline that is communicated each year.

Feedback Areas | Comments/Examples | Rating
---|---|---
Job-Specific Skills and Knowledge: Employee understands the job requirements and possesses the required skills, experience and specific content knowledge necessary to accomplish goals and achieve results.
Quality of Work: Employee completes assigned work accurately, effectively and efficiently. Quality of work is consistent. Employee works in a fiscally responsible manner.
### ANNUAL PERFORMANCE REVIEW FORM

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Comments/Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Accomplishments</td>
<td></td>
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<tr>
<td>Establish and accomplish personal and professional goals.</td>
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</tbody>
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<table>
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<tr>
<th>Prior Year Goal Performance</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Establish and accomplish personal and professional goals.</td>
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### Opportunities for Continual Improvement

- Identify areas for professional and personal growth and development.
- List areas that may require training.
- List critical skills that need to be strengthened.

### List Goals for Upcoming Performance Year

- Use SMART method.
- Specific, Measurable, Achievable, Relevant, Time-bound.

### Overall Performance Rating (check one):

- Outstanding
- Meets Expectations
- Improvement Needed (Work Improvement Plan required)
- Unsatisfactory (Work Improvement Plan required)

### Additional Supervisor Comments:

- 
- 
- 

### Additional Employee Comments:

- 
- 

The Process: Not Much Changing

✔ HR will send out an “It’s Time for Annual Performance Reviews” memo in late April/early May

✔ Due date will be determined before memo is released

✔ New form will be loaded onto HR webpage by the end of May (narrative version, self-review still available)

✔ Review period will be JUNE 1, 2018 – MAY 31, 2019

✔ Reviews will be submitted to HR by deadline with goal assessment for prior year and goals for 2019-2020. A REVIEW IS NOT COMPLETE WITHOUT THESE DOCUMENTS.

✔ Same rule re: on time completion applies; a late or missed review = ineligible for any scheduled pay increase