PERFORMANCE MANAGEMENT

A Communications System Designed to Help the Employee Succeed

Presented to UNC Staff Assembly 03-25-2019

Overview

• Cycle:
  o April 1 to March 31

• Performance Plan
  o Institutional Goals
  o Individual Goals
  o Talent Development Goals

• Off-cycle Reviews (SHRA)

• Annual Appraisal
  o Not Meeting, Meeting, or Exceeding Expectations
Performance Plan

• Weighting Goals (SHRA only)
  o Institutional Goals: 50% of final overall rating
  o Individual Goals: 50% of final overall rating
  o All goals must be at least 5% of final overall rating

• Supervisor defines 3-5 individual goals for each employee each cycle.
  o Not intended to cover all aspects of employee work product (institutional goals do that)
  o Focus is on key results/outcomes/deliverables, not steps in the process

• Management Calibration Sessions
  o Set consistent expectations for goals/ratings for work units and/or similar positions

Individual Goals by Scope

• Division-Wide Goals
  o Often tied to University strategic goals or initiatives
  o May have some variation based on employee roles

• Work-Unit / Job-Class Goals
  o Goals to improve/sustain work product or team dynamics
  o Goals relevant to particular type of work or team needs

• Employee-Specific Goals
  o Specific to the regular duties of the employee
  o Specific to the development of the employee (“stretch”)
Individual Goals by Function

• **Critical-Function / “Deal Breaker” Goals**
  o Key deliverables that are essential to the position
  o Often compliance-driven

• **Project-Oriented / “Big Ticket” Goals**
  o Time-specific work in current cycle (e.g., grant phases)
  o Unique projects for current cycle (e.g., hiring, “clean-up”)

• **Forward-Focused / “Stretch” Goals**
  o Activity more aligned with University strategic goals
  o Designed to move the organization forward in some way

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**Specific** – What needs to be accomplished? What outcomes?

**Measurable** – What data can be used to define success?

**Achievable** – Is this challenging, but realistic?

**Relevant** – Does this align with broader goals/needs?

**Time-bound** – What are the deadlines/milestones?

**Expectations** – Is it ethical, exciting, and enjoyable?

**Resources** – What assistance will be provided for this?
Institutional Goals

**EXPERTISE**
- Precision
- Resourcing
- Innovation
- Development

**CUSTOMER-ORIENTED**
- Clarity
- Awareness
- Attentiveness
- Diplomacy

**ACCOUNTABILITY**
- Productivity
- Autonomy
- Prioritization
- Coordination

**TEAM-ORIENTED**
- Collegiality
- Collaboration
- Contribution
- Attendance

**COMPLIANCE & INTEGRITY**
- Policy
- Safety
- Ethics
- Respect

**SUPERVISION**
- Oversight
- Goal-Setting
- Managing Talent
- Leading
Performance Planning & Monitoring

• Talent Development Goals
  o Defined by supervisor and employee
  o Types:
    • Job-Related
    • Career-Related
    • Service-Related

• Coaching and Feedback
  o Supervisors and employees interact for feedback and additional clarification on expectations throughout cycle
  o Supervisor may provide MOUs (Memos of Understanding) or CEMs (Clarification of Expectation Memos)

Off-Cycle Reviews

• Interim: ❖ Required for identified performance deficiencies

• Probationary: ❖ Required quarterly

• Transfer: ❖ Required at employee/supervisor change

• Employee Request: ❖ One additional review during cycle

• Management Choice: ❖ Whenever appropriate
Scoring

• **Institutional Goal and Individual Goal Scores**
  - 3 = Exceeding Expectations
  - 2 = Meeting Expectations
  - 1 = Not Meeting Expectations

• **Final Overall Rating**
  - 2.70 to 3.00 = Exceeding Expectations *
  - 1.70 to 2.69 = Meeting Expectations
  - 1.00 to 1.69 = Not Meeting Expectations

* If received disciplinary action and/or received any rating of “Not Meeting,”
then Final Overall Rating cannot be higher than “Meeting.”

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**Scoring (SHRA)**

<table>
<thead>
<tr>
<th>INSTITUTIONAL</th>
<th>Weight</th>
<th>x Rating</th>
<th>= Score</th>
<th>INDIVIDUAL</th>
<th>Weight</th>
<th>x Rating</th>
<th>= Score</th>
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</thead>
<tbody>
<tr>
<td>Expertise</td>
<td>10%</td>
<td>3</td>
<td>0.30</td>
<td>Goal 1</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
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<tr>
<td>Accountability</td>
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<td>Goal 2</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
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<tr>
<td>Customer-Oriented</td>
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<td>3</td>
<td>0.30</td>
<td>Goal 3</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
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<tr>
<td>Team-Oriented</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
<td>Goal 4</td>
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<td>3</td>
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<tr>
<td>Compliance &amp; Integrity</td>
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<td>2</td>
<td>0.20</td>
<td>Goal 5</td>
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<td>3</td>
<td>0.30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>50%</td>
<td><strong>TOTAL</strong></td>
<td><strong>1.30</strong></td>
<td><strong>Total</strong></td>
<td>50%</td>
<td><strong>TOTAL</strong></td>
<td><strong>1.20</strong></td>
</tr>
</tbody>
</table>

**Overall Score: 1.30 + 1.20 = 2.50**
Meeting Expectations
Access to Records

• Employee
  o Can receive performance plan, off-cycle reviews, and annual appraisal documents upon request

• Hiring Supervisors
  o Can review performance management documents of current or former employees who are final candidates

• Managers/Peer Supervisors
  o Can review documents for calibration purposes
  o Management may share performance plans internally

Employee Comments

• Options
  o Written response to performance plan or appraisal
  o Other documented responses during cycle

• Deadline
  o Recommended: Within two weeks of receiving performance plan or appraisal

• Related Issues
  o Comments are separate from signature process
  o Comments are not considered a grievance filing
  o HR staff may be able to facilitate supervisor/employee conversation
Appeal Rights

- University SHRA Employee Grievance Policy
  - Final overall rating of “Not Meeting Expectations” on annual appraisal
  - Must file grievance within 15 calendar days of performance review session

- Process
  - Informal discussion with supervisor/employee
  - Step 1: Mediation
  - Step 2: Hearing Panel/Officer
  - Final University Decision (no further appeal)

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