

The Plan has been marked as complete.

SHRA Performance 2016-2017

Evaluation Type: Focal
 Program Timeframe: 06/08/16 to -
 Co-reviewer:

Review Status: Open
 Last Updated: September 13, 2016 10:11
 Last Completed: Off-cycle/Peer Feedback
 Step:

Plan for Emily Wilson

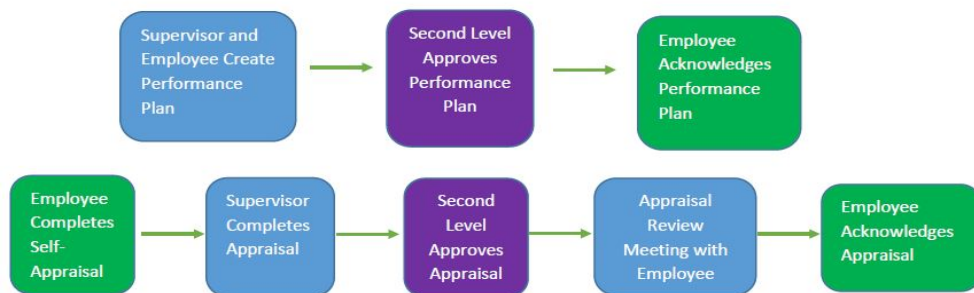
Schedule

Approvers Workflow

Blue: Supervisor

Green: Employee

Purple: Second Level



The yearly performance cycle runs from April 1st to March 31st of the following year.

Tasks will open on the following schedule:

- **April 1st, 2016:** Performance Plan Creation Begins. Once the performance plan is created by the supervisor, the Second Level Supervisor will be notified to review and approve, per UNCGA policy.
- **September 30th, 2016:** All SHRA Employees should have an acknowledged performance plan in place.
- **September 30th, 2016-March 31st, 2017:** Feedback and Coaching occurs during this time.
- **At anytime during the cycle**, the supervisor can use the off-cycle review form (multi-rater feedback) to document performance related discussions with the employee.
- **March 1st-31st, 2017:** Employees complete their self-appraisal.
- **March 31st, 2017:** End of performance cycle.
- **April 1st-May 15th, 2017:** Supervisors complete the annual performance appraisal. This appraisal is forwarded to the Second Level Supervisor for approval. Once this approval is received, the supervisor will set the appraisal meeting. Once the meeting is complete, employees will receive notification to acknowledge their appraisal.
- **May 30th, 2017:** All SHRA employees should have an acknowledged performance appraisal and score on file to be submitted to UNC General Administration.

Policy Components

The UNC system has established a new performance appraisal policy. The essential components of this policy are:

- I. **Calibration Sessions:** A communication process in which peer managers/supervisors within a defined organization unit establish goals and metrics to ensure consistent application of performance expectations and ratings across similar positions.
- II. **Institutional Goals:** Standing performance and behavioral expectations that apply to all SHRA employees in the University system.

- III. **Individual Goals:** Key performance expectations assigned annually to each employee by their manager/supervisor that are aligned with the mission and strategic goals of the work unit and/or constituent institution.
- IV. **Career Development Plan:** When there is a business need for an employee's professional development, the manager/supervisor will include a career development plan in the annual performance plan.
- V. **Rating:** Each SHRA employee must have an overall score submitted to the Office of State Human Resources. The overall score is derived from the average of the scores for each goal. The institutional goals account for 50% of this goal, and the individual goals account for the other 50%. For this reason, you must set the weight for each goal on the institutional and individual goals page.

Rating Scale

The following ratings will be used to rate employee performance:

1. **Not Meeting Expectations:** Employee often performs below the level defined in the performance plan in terms of quantity, quality, timeliness, cost, and customer satisfaction due to the employee's lack of effort or skills. Employee has a performance deficiency(ies) that have not improved after receiving corrective feedback by the manager/supervisor, and/or increased oversight is required to ensure work is being accomplished.
2. **Meeting Expectations:** Employee generally performs at the level defined in the performance plan in terms of quantity, quality, timeliness, cost, and customer satisfaction due to the employee's own effort and skills. Employee is responsive to guidance and feedback from the supervisor such that only moderate oversight is required to ensure sufficient work is being accomplished.
3. **Exceeding Expectations:** Employee consistently exceeds the level defined in the performance plan in terms of quantity, quality, timeliness, cost, and customer satisfaction due to employee's own effort and skills. Employee's work performance is consistently characterized by exceptionally high quality work accomplished with minimal oversight.

Instructions

Click [HERE](#) to open the Institutional Goals Document.

To set institutional goals:

1. Set the weight for each goal **as discussed in the employee's calibration session**. Weights for each goal do not have to be equal, but no goal can be weighted below 5%.
2. Enter comments or performance improvement plans for the goal as needed.
3. If your employee does not supervise, enter the weight for "Supervision" as 0. **If your employee is a supervisor, you must enter a weight for "Supervision"**.

****THE TOTAL OF THE WEIGHTS ON THIS PAGE MUST ADD UP TO 50.****

EXPERTISE

- **Precision:** Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet the requirements of the employee's position and profession.
- **Resourcing:** Makes efficient and appropriate use of materials.
- **Innovation:** Continuously looks for ways to improve efficiency or quality.
- **Development:** Maintains technical skills and relevant professional credentials.

Weight

10

Comments or Performance Improvement Plans

ACCOUNTABILITY

- **Productivity:** Completes required volume of work by established deadlines and stays productive throughout the workday.
 - **Autonomy:** Generally completes work with few reminders or infrequent oversight.
 - **Prioritizing:** Takes sufficient and appropriate measures to plan work, prioritize tasks, organize work flows, and set realistic goals.
 - **Coordination:** Proactively seeks out needed information in order to complete work.
-

Weight

10

Comments or Performance Improvement Plans

CUSTOMER-ORIENTED

- **Clarity:** Actively listens to determine the most effective way to address customer needs and concerns.
 - **Awareness:** Shows a solid understanding of customer needs, seeks out customer input to better understand needs, and develops ideas to meet those needs.
 - **Attentiveness:** Follows through on commitments, despite time pressures or obstacles, and listens for and timely responds to customer requests.
 - **Diplomacy:** Maintains a professional and respectful tone and exhibits diplomacy when dealing with frustrated individuals or during sensitive or confrontational situations.
-

Weight

10

Comments or Performance Improvement Plans

TEAM-ORIENTED

- **Collegiality:** Communicates and engages directly, clearly, and tactfully with colleagues.
 - **Collaboration:** Provides feedback and healthy dialogue on performance and operational issues, as requested. Willingly adapts to change and adheres to decided actions.
 - **Contribution:** Makes decisions with others in mind, and willingly performs additional duties when team members are absent, during times of increased workload, or as otherwise required by management to meet business needs.
 - **Attendance:** Absences are infrequent and do not place an undue burden on supervisor or colleagues.
-

Weight

10

Comments or Performance Improvement Plans

COMPLIANCE & INTEGRITY

- **Compliance:** Complies with University personnel policies, including prohibitions on harassment, discrimination, and workplace violence, and protects of confidentiality of records.
- **Safety:** Complies with all safety requirements for the position, including successful completion of training and proper use of personal protective equipment.
- **Ethics:** Chooses ethical actions even under pressure, avoids situations considered inappropriate or that present a conflict of interest, holds self and others accountable for ethical decisions, and addresses unethical actions directly.
- **Respect:** Appreciates individual and cultural differences, treats all people with dignity and respect.

Weight

10

Comments or Performance Improvement Plans

SUPERVISION (for managers/supervisors)

****If your employee is a supervisor, you must enter a weight for the goal of Supervision. If not, enter a weight of 0.**

- **Oversight:** Provides adequate stewardship of assigned resources, including budget, space, equipment, and staffing.
 - **Goal-Setting:** Provides clear objectives that foster work unit development and align with University values and goals.
 - **Talent Management:** Provides candid, timely, and constructive feedback on performance and behavior and appropriately balances positive and negative messages.
 - **Leading:** Serves as role model. Engenders trust, commitment, and civility.
-

Weight

0

Comments or Performance Improvement Plans

Individual Goals

In the fields below:

1. Set at least 2, but not more than 4, individual goals for your employee.
2. Add a description and weight for each goal **as discussed in the employee's calibration session**. Weights for each goal do not have to be equal, but no goal can be weighted below 5%.
3. Select "Add Entry" to add a new field.

****THE TOTAL OF THE WEIGHTS ON THIS PAGE MUST ADD UP TO 50.****

Goal name

Outreach Initiative

Goal Description

Each Consultant will perform at least two customized presentations (30-60 min) for supervisors and/or employees in their assigned areas, based on needs for those areas determined by the Consultant in discussion with the Director, with School/Division HR staff, and/or from direct experiences with the School/Division/Department in order to increase visibility, awareness, and understanding of employee relations policy and best practices so that employees and supervisors can have clean and proper communication regarding performance expectations.

Due prior to end of performance cycle (March 31, 2017).

- 1) The two presentations may have the same content. Consultants can develop the materials independently, in conjunction with other ER/OHR staff, or modify existing materials.
- 2) The preferred audiences are management teams, employee groups, or organization-wide. In some cases, presentation to larger School/Division HR teams may be allowable.
- 3) Presentation feedback will be received from School/Division HR staff, anecdotal information from participants, and direct observation of presentations by the Director and/or other Consultants.

Exceeding expectations may include presenting additional, different programs (different topics/audiences) within this cycle, create significant, new training materials that can be used by other Consultants, consistently and skillfully fielding difficult questions or managing argumentative participants in order to keep the presentation progressing, and/or strategic follow-ups with participants to address specific concerns.

Weight

10

Goal name

Performance Management Consultations

Goal Description

Achieve proficiency in new performance management program by June 30, 2016 in order to provide appropriate consultation to supervisors and employees on required and preferred application of processes so that supervisors and employees can benefit from the new program and succeed in meeting or exceeding performance goals.

- 1) Review performance plans / position descriptions to provide useful and appropriate suggestions on applying institutional goals to specific job duties and crafting strategically-aligned individual goals.
- 2) Review disciplinary actions to determine which goal(s) will be affected in the appraisal. Selection should be based on the cause of the problem instead of an effect.
- 3) Provide guidance on written overall comments and determining appropriate overall ratings.

Exceeding expectations may include providing ad hoc training throughout the cycle to departments on PM-related topics; regularly using available PM toolkit resources in consultation to guide clients toward self-sufficiency; and/or drafting additional toolkit resources that meet newly-identified needs or that enhance detail/scope of resources.

Weight

10

Goal name

Customer service

Goal Description

Complete a procedural guide (generally 5-10 pages) to address at least one recurring employee relations issue, selected from a provided list (example: financial audits, employee deaths, pornography, etc.) in order for consultants to have ready access to relevant information so that our team can be confident in providing consistent, timely, and useful guidance to our constituents.

First Project to be completed by December 1, 2016; Second Project by March 1, 2017.

- 1) Procedures follow an approved format based on discussion with the Director.
- 2) Procedures address issues such as relevant policies, necessary coordination with other University groups, work flows and process steps, key questions that need to be addressed, and reporting requirements, if applicable.

Exceeding expectations may include explaining (in)frequent variations that may require differing approaches or different severity of discipline; reviewing past related actions in the disciplinary database to evaluate and describe consistency/appropriateness of past actions; providing suggestions for related process improvements; and/or completing additional projects.

Weight

10

Goal name

Supervisor Training Program

Goal Description

Each Consultant is responsible for presenting the component of the training for front-line supervisors in their respective departments in order to provide sufficient guidance to new supervisors so that they can be successful in their supervisory roles. Consultants may choose to co-facilitate with a subject matter expert from an outside department.

- 1) Timeline will be determined by Training & Development in conjunction with departments.
- 2) Presenters will receive individual evaluations on their presentation and facilitation skills. Consultants are expected to receive at least a 4.0 average (5.0 point scale) from the participant's feedback on presenters.
- 3) Presenters must be able to adhere to the defined presentation and time limits, field general questions from the participants, and facilitate the debrief of the case study practice counseling session to glean best practices, proper decision-making, and appropriate communication styles.
- 4) The Director will also collect anecdotal feedback from participants, department HR staff, and T&D training specialists, as well as from direct observation of presentations.

Exceeding expectations may include assisting in additional sessions due to consultant unavailability, scores averaging higher than 4.5 on participant feedback, skillfully fielding difficult questions, and/or managing argumentative participants in order to keep the class progressing.

Weight

10

Organizational Values Goal

All ASU Staff (SHRA and EHRA Non-Faculty) will have this goal in their performance plan. The weight for this goal should be set at **no less than 5%**.

I will contribute positively to the work environment through positive interactions with others.
For Supervisors: I will maintain a safe and productive work environment for all employees.

Weight

10

Career Development Activities

The performance plan defines activities for employee growth or defines corrective actions for performance deficiencies. Development

The performance plan defines activities for employee growth or defines corrective actions for performance deficiencies. Development goals include training programs, committee work, conference presentations or attendance, or related activities that maintain, develop or broaden employee skills relevant to their current position and/or their career path or to their role in service to the work unit or the broader University community.

Development activities are not rated at the end of the review period, but will be reviewed for progress and future planning.

Career Development Activity

E&MR will seek to secure some funding support for SHRM and/or (S)PHR certification. This may also include some work time toward preparation for the exam. More information on financial support will be provided later this fall (based on available budget).