

# Performance Management Information Session



**WINSTON-SALEM** STATE UNIVERSITY

**WSSU**

# Objectives

- Timelines
- Identify components of performance management program
- Describe the difference between individual and institutional goals
- Next Steps

# The 2017-2018 Timeline

Performance Cycle Dates	November to May
<p><b>Performance Planning Discussion 1</b>  <i>Transition from old tool to new tool</i>  <i>Discuss institutional goals, set 3-5 individual goals, and plan talent development.</i></p>	November
<p><b>Performance Plan completed</b></p>	November 30, 2018
<p><b>Performance Planning Discussion 2</b>  <i>Conduct 3-month follow-up to discuss goals, assess progress and resources, and if needed, clarify or redefine expectations for remainder of cycle</i></p>	February 9, 2018
<p><b>Performance Planning Discussion 3</b>  <i>Conduct Annual Performance Appraisal</i>  <i>Discuss Performance Plan for upcoming cycle</i>  <i>This will be talent conversation #1 of the 2018-2019 cycle</i></p>	April 30, 2018
<p><b>2017-2018 Annual Appraisals Due to HR</b></p>	Due May 10, 2018

# Performance Plan

- Defines how well the employee needs to perform job duties on the position description in order to meet performance expectations.
- **Institutional Goals**
  - Expertise
  - Accountability
  - Customer-Oriented
  - Team-Oriented
  - Compliance & Ethics
  - Supervision (for supervisors only)
- **Institutional Goals are set by UNC General Administration. These goals address a wide range of performance expectations found in all aspects of employee work product as well as standard expectations for employee behavior and conduct.**

# Institutional Goals

**EXPERTISE**  
Precision  
Resourcing  
Innovation  
Development

**CUSTOMER-ORIENTED**  
Clarity  
Awareness  
Attentiveness  
Diplomacy

**COMPLIANCE/ETHICS**  
Policy  
Safety  
Ethics  
Respect

**ACCOUNTABILITY**  
Productivity  
Autonomy  
Prioritization  
Coordination

**TEAM-ORIENTED**  
Collegiality  
Collaboration  
Contribution  
Attendance

**SUPERVISION**  
Oversight  
Goal-Setting  
Managing Talent  
Leading

# Institutional Goals

<b>TEAM-ORIENTED</b>	<b>ENTER WEIGHT:</b>	
<p>a. <b>Collegiality:</b> Communicates and engages directly, clearly, and tactfully with colleagues.</p> <p>b. <b>Collaboration:</b> Provides feedback and healthy dialogue on performance and operational issues, as requested, willingly adapts to change, and adheres to decided actions.</p> <p>c. <b>Contribution:</b> 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.</p> <p>d. <b>Attendance:</b> Absences are infrequent and do not place an undue burden on supervisor or colleagues.</p>		

TEAM-ORIENTED			
	NOT MEETING EXPECTATIONS	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
<b>COLLEGIALLY</b>	<ul style="list-style-type: none"> <li>• Often lacks open, honest, and tactful communication with colleagues.</li> <li>• Patronizes or disregards the ideas, beliefs, work styles, and perspectives of the team, and/or participates in gossip or cliques.</li> <li>• Provokes conflicts within the team, and/or waits for others to resolve team conflicts.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates and engages directly, clearly, and tactfully with colleagues.</li> <li>• Shows consideration and respect for the ideas, beliefs, work styles, and perspectives of the team, and refrains from participating in gossip or cliques.</li> <li>• Recognizes conflict within the team and participates positively in resolving issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Embodies courteous and professional behavior among colleagues.</li> <li>• Embraces different ideas, beliefs, work styles, and perspectives in the team. Actively champions inclusivity to eliminate gossip and cliques.</li> <li>• Considered a fair and impartial arbitrator and facilitates communication to build consensus.</li> </ul>

# “New” SHRA Way

## Performance Plan

- Expertise

- Accountability

## Position Description

- Job Duty 1
- Job Duty 2
- Job Duty 3

- Job Duty 1
- Job Duty 2
- Job Duty 3

# Performance Plan

- **Individual Goals**

- Three to five goals each year
  - Applied to employees, work units and/or divisions
  - May be unique to current performance cycle
- Defined by supervisor. These goals may be specific to an individual employee or may be shared across employees in the work unit or broader organization.
  - Goals may be based on recurring job duties or may be assignments unique to the current performance cycle.



# Individual Goals by Scope

- Division-Wide Goals
  - Often tied to University strategic goals or initiatives
  - May have some variation based on employee roles
- Work-Unit / Job-Class Goals
  - Goals to improve/sustain work product or team dynamics
  - Goals relevant to particular type of work or team needs
- Employee-Specific Goals
  - Specific to the regular duties of the employee
  - Specific to the development of the employee (“stretch”)

# Individual Goals by Function

- Critical-Function / “Deal Breaker” Goals
  - Key deliverables that are essential to the position
  - Often compliance-driven
- Project-Oriented / “Big Ticket” Goals
  - Time-specific work in current cycle (eg, grant phases)
  - Unique projects for current cycle (eg, hiring, “clean-up”)
- Forward-Focused / “Stretch” Goals
  - Activity more aligned with University strategic goals
  - Designed to move the organization forward in some way

# Performance Plan

- **Weighting Goals**

- **Institutional Goals:** 50% of final overall rating
- **Individual Goals:** 50% of final overall rating
- All goals must be at least 5% of final overall rating

# Performance Plan

- **Development**

- Job-Related
- Career-Related
- Service-Related

- Defined by supervisor and employee
- Each employee have at least one development goal each performance cycle.
- Supervisors are expected to set development goals to address performance deficiencies for employees who received any rating of Not Meeting Expectations on their performance appraisal.

# Performance Plan

- **Performance Planning Review Session**
  - Review position description and institutional goals
  - Review individual goals and development goals
  - Provide employee opportunity for comment, discussion, and response
  - Provide additional resources to clarify expectations

# Performance Plan

- **Talent Conversation**

Come prepared to talk about you, 50% Past and 50%future

## Questions on Past Performance

- 1. What were the top 3-5 highest priorities of your job this past year?
- 2. What do you consider your greatest strengths and struggles this past year?

## Questions on the Future

- 1. What can your supervisor do to help you do your job more effectively in the future?
- 2. How can your supervisor assist in furthering your career growth?

# Off-Cycle Reviews

- **Interim**
  - Required for identified performance deficiencies
- **Probationary**
  - Within 30 days and required quarterly
- **Transfer**
  - Required at employee/supervisor change
- **Employee Request**
  - One additional review during cycle
- **Management Choice**
  - Whenever appropriate

# Performance Monitoring

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



# Performance Appraisal

- **Requirements**

- Must have worked for at least 6 months
- Must be employed as of March 31
- Rating scale (Not Meeting, Meeting, or Exceeding Expectations)
- Final Overall Rating (weighted scoring)
- Overall comments section

# 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.”

# Scoring

<b>INSTITUTIONAL</b>	<b>Weight</b>	<b>x Rating</b>	<b>= Score</b>	<b>INDIVIDUAL</b>	<b>Weight</b>	<b>x Rating</b>	<b>= Score</b>
<b>Expertise</b>	10%	3	<b>0.30</b>	<b>Goal 1</b>	10%	2	<b>0.20</b>
<b>Accountability</b>	10%	3	<b>0.30</b>	<b>Goal 2</b>	10%	2	<b>0.20</b>
<b>Customer-Oriented</b>	10%	3	<b>0.30</b>	<b>Goal 3</b>	10%	2	<b>0.30</b>
<b>Team-Oriented</b>	10%	2	<b>0.20</b>	<b>Goal 4</b>	10%	3	<b>0.30</b>
<b>Compliance &amp; Ethics</b>	10%	2	<b>0.20</b>	<b>Goal 5</b>	10%	3	<b>0.30</b>
	<b>50%</b>	<b>TOTAL</b>	<b>1.30</b>		<b>50%</b>	<b>TOTAL</b>	<b>1.20</b>

Overall Score: 1.30 + 1.20 = 2.50  
Meeting Expectations

# Performance Appraisal

- **Performance Appraisal Review Session**
  - Review accomplishments and address any deficiencies
  - Review ratings for each goal and final overall rating
  - Review progress on development goals
  - Provide employee opportunity for comment, discussion, and response

# Access to Records

- **Employee**

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

- **Hiring Supervisors**

- Can review performance management documents of current or former employees who are final candidates

- **Managers/Peer Supervisors**

- Can review documents for calibration purposes
- Management may share performance plans internally

# Employee Comments

- **Options**

- Written response to performance plan or appraisal
- Other documented responses during cycle

- **Deadline**

- Recommended: Within two weeks of receiving performance plan or appraisal

- **Related Issues**

- Comments are separate from signature process
- Comments are not considered a grievance filing

# Appeal Rights

- **University SHRA Employee Grievance Policy**
  - Final overall rating of “Not Meeting Expectations” on annual performance 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)

# Next Step

Performance Management Website

<https://www.wssu.edu/administration/human-resources/talent-management/performance-management-program.html>

- Know your Institutional Goals & what “Meeting Expectations” means in your position
- Be prepared for performance plan meeting w/ supervisor
- Be an active participant in the performance process



# Questions on new policy or program?



Performance Management Coordinator: Aretha Sutton

[suttonar@wssu.edu](mailto:suttonar@wssu.edu) or 336-750-2839

**WINSTON-SALEM** STATE UNIVERSITY