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

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.”

Scoring (SHRA)

<table>
<thead>
<tr>
<th>INSTITUTIONAL</th>
<th>Weight</th>
<th>Rating</th>
<th>Weight</th>
<th>Rating</th>
<th>Overall Score</th>
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<tbody>
<tr>
<td>Expertise</td>
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<td>3</td>
<td>10%</td>
<td>2</td>
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<tr>
<td>Accountability</td>
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<td>Customer-Oriented</td>
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<td>3</td>
<td>10%</td>
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<td>Team-Oriented</td>
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<td>10%</td>
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<tr>
<td>Compliance &amp; Integrity</td>
<td>10%</td>
<td>2</td>
<td>10%</td>
<td>3</td>
<td>1.30</td>
</tr>
</tbody>
</table>

| 50% TOTAL | 1.30 |
| 50% TOTAL | 1.20 |

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)