



PERFORMANCE MANAGEMENT

A Communications System Designed to Help the Employee Succeed

Presented to UNC Staff Assembly 03-25-2019

Overview

- **Cycle:**
 - April 1 to March 31
- **Performance Plan**
 - Institutional Goals
 - Individual Goals
 - Talent Development Goals
- **Off-cycle Reviews (SHRA)**
- **Annual Appraisal**
 - Not Meeting, Meeting, or Exceeding Expectations

Performance Plan

- **Weighting Goals (SHRA only)**
 - **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
- **Supervisor defines 3-5 individual goals for each employee each cycle.**
 - Not intended to cover all aspects of employee work product (institutional goals do that)
 - Focus is on key results/outcomes/deliverables, not steps in the process
- **Management Calibration Sessions**
 - Set consistent expectations for goals/ratings for work units and/or similar positions



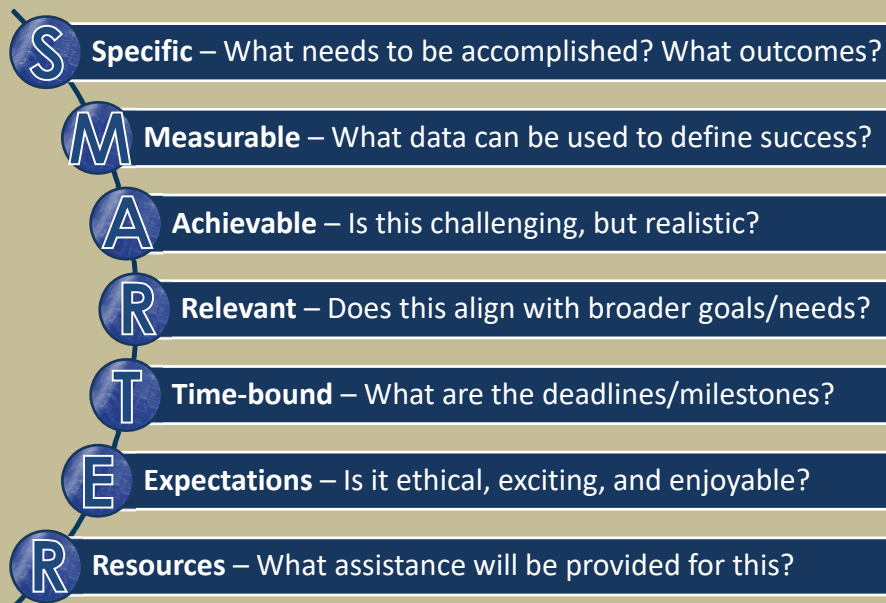
Individual Goals by Scope

- **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”)

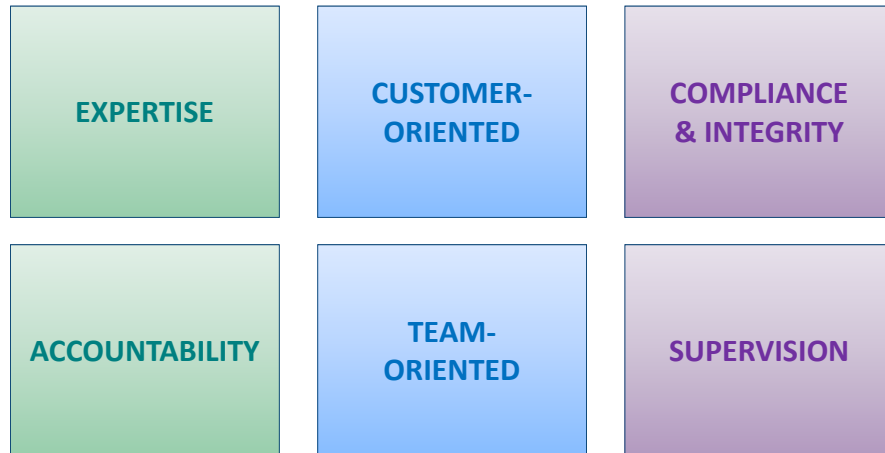


Individual Goals by Function

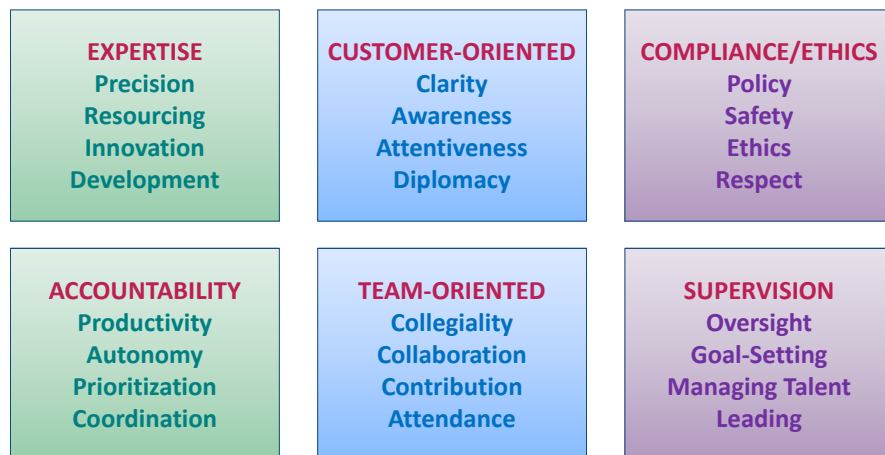
- **Critical-Function / “Deal Breaker” Goals**
 - Key deliverables that are essential to the position
 - Often compliance-driven
- **Project-Oriented / “Big Ticket” Goals**
 - Time-specific work in current cycle (eg, grant phases)
 - Unique projects for current cycle (eg, hiring, “clean-up”)
- **Forward-Focused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



Institutional Goals



Institutional Goals



Performance Planning & Monitoring

- **Talent Development Goals**
 - Defined by supervisor and employee
 - Types:
 - Job-Related
 - Career-Related
 - Service-Related
- **Coaching and Feedback**
 - Supervisors and employees interact for feedback and additional clarification on expectations throughout cycle
 - 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)

INSTITUTIONAL	Weight	x Rating	= Score	INDIVIDUAL	Weight	x Rating	= Score
Expertise	10%	3	0.30	Goal 1	10%	2	0.20
Accountability	10%	3	0.30	Goal 2	10%	2	0.20
Customer-Oriented	10%	3	0.30	Goal 3	10%	2	0.20
Team-Oriented	10%	2	0.20	Goal 4	10%	3	0.30
Compliance & Integrity	10%	2	0.20	Goal 5	10%	3	0.30
	50%	TOTAL	1.30		50%	TOTAL	1.20

Overall Score: $1.30 + 1.20 = 2.50$
Meeting Expectations



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
 - 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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