Performance Evaluation
Part 1: Defining Criteria

~UC Santa Cruz SHR~

“The purpose of Staff Human Resources (SHR) is to build a strong and healthy University.”
Participant Agreements

- Confidentiality
- Principles of Community
- Active Participation to the extent you are comfortable
- Eliminate/mitigate electronic interruptions
ePerformance Training Series

2 Part Series

• **Part 1: Defining Criteria (Offered in Fall)**
  - Defining Job Functions
  - Defining Goals

• **Part 2: Manager Evaluation (Offered in Spring)**
  - Defining Performance Ratings
  - Writing the Evaluation
Additional Training Resources

Full ePerformance Tool Training:

● UCSC ePerformance Training for Managers and Supervisors
● UCSC ePerformance Training for Employees

Step by Step Instructions:

● ePerformance Tool Instructions - Annual Evaluation

Navigation Short Cuts:

● ePerformance Navigation Guide

Technical Assistance:
shrhelp@ucsc.edu
Document Type Overview
Annual, Probationary, Admin Approve, Manager Approve
Probationary Evaluations - Workflow

- ePerformance Administrator in SHR Creates Probationary Performance Documents
- Supervisor Defines Criteria
- Supervisor Completes Probationary Evaluation
- Supervisor Submits Probationary Evaluation for Approval
- Approver Approves Probationary Evaluation
- Supervisor Shares Evaluation with Employee
- Employee Acknowledges Probationary Evaluation
DEFINING CRITERIA
For more information and to sign up for the UC Performance Management Overview eCourse series, go here or search in the UC Learning Center.
Define Criteria

Defined and entered when the evaluation is created, toward the start of the performance cycle:

• **Functions** tab
  – Job Duties Summary

• **Goals** tab
  – Goals for the current performance cycle

• **Common Standards** tab
  – Diversity and Principles of Community
  – Cannot be edited or deleted
  – Additional criteria cannot be added to this tab
Best Practices:

- Begin documenting criteria at the beginning of the evaluation period (Summer/Fall)
- Discuss what performance looks like at each of the ratings  
  - Eg. Consistently Exceeds or Exceptional  
  - Eg. If need for improvement has previously been addressed - Explain what will Meet Expectations for improvement
- Discuss Essential Goals vs. Stretch Goals
- Ongoing dialogue throughout the evaluation period; Make adjustments as appropriate; Communicate changes
- Review together: Performance Rating System and Definitions
- Approve criteria near end of evaluation period (late Spring)
Approving Criteria

• Criteria may be approved at any point during the evaluation period, including just before the manager evaluation is completed at the end of the year

• You may wait to approve the criteria until toward the end of the performance cycle, when you are ready for your employee to start their self evaluation, or when you are ready to nominate participants to the employee’s performance evaluation

• By not approving the criteria now, you grant yourself the ability to add, remove and update criteria as needed throughout the year

• You should click the Save button in the upper right corner regularly to make sure you don’t lose your work
Tools to Help Identify and Define Criteria

● Current job description
  ○ (Copy and Paste of all duties not necessary)

● Last year’s performance appraisal
  ○ reference specific objectives from prior year

● Performance notes

● Extra duties assigned
  ○ eg. work groups, special projects, committees
Defining Criteria: Job Functions
Job Functions Tab

Functions should reflect responsibilities as they are related to the job description. For example:

- General Areas of Responsibility
- Workgroup Participation
- Regularly Assigned Projects
- Special Assignments
Job Functions Tab

Job functions should:

- Be clear and succinct
- Be specific and relevant to the employee/role
- Be defined with mutual understanding of the performance expectations
- Reviewed with employee regularly throughout eval period, and before being finalized
Example:

Administrative Officer
Add Your Own Item

Title: Financial Administration

Description:

- Administrative operations include budgetary financial management, grants.
- Develops and prepares budgets and financial reports for funding which may be complex.
- Performs recharge administration.

Add

Return
Exercise

Please draft a job function around a job description you are familiar with, or the job description previously provided.
add exercise

??? ideas
TIP: Don’t get logged out!

• UCPath will log you out after ~20 minutes of inactivity
  – If any browser tab open to UCPath is left untouched for ~20 minutes, it will log you out of all tabs (even if you are actively working in another UCPath tab!)

• The Performance Workcenter automatically opens you into a new tab on your browser, creating the perfect scenario for you to be logged out while you are working

• We recommend closing the first UCPath tab, containing your Dashboard, to avoid an unwanted logout

• Don’t forget to save your work frequently!
Defining Criteria: Goals
Goals Section - ePerformance

Goals are used to identify development that sustains, improves and builds performance, and enables the employee to contribute to strategic organizational objectives and foster employee growth.

• Goals can be:
  – Essential
  – Developmental
  – Stretch
Benefits and Outcomes of Goal Setting

★ Increased Engagement and Satisfaction
★ Improved Service
★ Increased Organizational Performance
★ Energy focused on achieving positive organizational outcomes
Three Types of Goals

★ ESSENTIAL
  ○ Job Description
  ○ Cascading

★ DEVELOPMENT
  ○ Skill based
  ○ Addressing performance issues

★ STRETCH
  ○ Promotional
  ○ Motivational
Essential Goals

• Activities outside of established duties in order to meet expectations of position
• Eg. Complete customer service /software/etc. training to perform essential job duties and meet 24 hour response time
Developmental Goals

- Activities to improve character, skills and abilities
- Professional Development or Addressing a Performance Issue
  - e.g. Improve public speaking skills by hosting a workshop 1x/quarter
  - e.g. Attend Active Listening course and practice skills in weekly meetings.
Stretch Goals

• Activities above essential functions used to define and motivate performance which is Exceptional or Consistently Exceeds.
• Eg. Decrease customer response time to 12 hours
Establish **SMART** Goals

**S**pecific
**M**easurable
**A**ttainable
**R**elevant
**T**ime Based
SMART Goal Template

My goal is to ________________________________________________________. (S)

Which will be measured by ___________________________________________. (M)

I will achieve this by ________________________________________________, (A1)

which I know is relevant because ______________________________________ (A/R)

This effort is worthwhile because _______________________________________, (R)

and it will be achieved by ____________________________________________, (T1)

with milestones set at _______________________________________________. (T2)
SMART Goal

Goal:

Develop training to address successful transition from student to staff professional roles. Drawing upon personal experience and in consultation with other identified subject matter resources, develop content and pilot training for millennial staff. Prepare training and pilot an offering by Spring 2020.

Rewritten with SMART method:

In alignment with the department’s mission to empower students’ career progress, develop and deliver 2 trainings to address successful transition from student to staff professional roles. Develop content and pilot training for millennial staff by Spring 2020.
SAMPLE Goal - what can be improved?

GOAL: Budget and Resource Management

- Develop spending plan
- Track expenditures to ensure we stay on budget
- Submit purchase requests in a timely manner
- Adhere to all accounting and federal guidelines
- Submit reimbursements, statements, reports, and financial documents on a monthly deadline
How you could improve the goal above

- **S**- Define the spending plan
- **M**- Maintain a 95% submission rate within purchase request timeline
- **A**- Manager should review whether if request response timeline is reasonable
- **R**- Explain how goal is relevant to unit operations.
- **T**- Define “Timely,” Specify the Monthly deadline
Exercise:

Click the link provided in the chat and write a SMART Goal based on the job description provided earlier

Administrative Officer
Questions for You to Consider in Developing Goals:

1. How do you currently approach goal-setting (individual, team, unit) and how do you monitor progress? (How many goals, 3, 4, 15?)

2. In what ways can you imagine SMART goals facilitating increased accountability (individual and team)?

3. What personal action or commitment are you willing to make to support accountability and collaboration?
Pulling it All Together

“An organization in which all employees understand and act upon their roles and potential to adhere to the business strategy, in which everyone is traveling in the same direction, is unstoppable.”

An Oracle White Paper, June 2012

“A goal without a plan is just a wish.”

Antoine de Saint-Exupery, French Writer (1900-1944)
What you can do as a supervisor:

1. How will you ensure ongoing dialogue with your employee to support success in their performance and goals.
2. What professional skill/competency would you like to build this year for yourself? For your staff?
3. What one action (small/large) will you take to bring more joy into your day? For your staff?
Final Questions?

____________________

**SHR Vision**

“Our vision is to excel as leaders in people management, partnership and strategy -- everyone, every day, everywhere.”