Performance Evaluation
Part 2: Completing the Evaluation

~UC Santa Cruz SHR~
“The purpose of staff human resources (SHR) is to build a strong and healthy University.”

(SHR inspirational Slug, courtesy of Detmar Finke)
ePerformance Training Series

2 Part Series

• Part 1: Defining Criteria (Offered in Late Summer/Fall)
  – Tool Refresher
  – Defining Job Functions
  – Defining Goals

• Part 2: Completing the Evaluation (Offered in Spring)
  – Tool Refresher
    ▪ Nominations
    ▪ Self Evaluation
    ▪ Manager Evaluation
  – Understanding Performance Ratings
  – Writing the Evaluation
Additional Training Resources

Additional ePerformance Tool Training:

- **UCSC ePerformance Training for Managers and Supervisors** (Full Tool Training)
- **UCSC ePerformance Training for Employees**

Step by Step Tool Instructions:

- **ePerformance Tool Instructions - Annual Evaluation**
- **ePerformance Navigation Guide**

Content Guidance:

- **Defining Criteria and Manager Evaluation**

**SHR ePerformance Resources page:**
https://shr.ucsc.edu/resources-forms/eperformance-performance-evaluations/index.html
Participant Agreements

- Confidentiality
- Principles of Community
- Agree to Disagree Respectfully and Constructively
- Active Listening when others are speaking
- Active Participation to the extent you are comfortable
- Eliminate/mitigate electronic interruptions
Module Objectives

At the end of this module you should be able to:

• Navigate the ePerformance Manager Evaluation
  – Review how to access evaluations
  – Understand how and when participants can be nominated
  – Understand how to review nominations and the self evaluation

• Complete a Manager Evaluation
  – Understand and enter evaluation and ratings
  – Share with employee
  – Submit evaluations for approval
For more information and to sign up for the UC Performance Management Overview eCourse series, go [here](#) or search in the UC Learning Center.
Writing the Manager Evaluation
Warm Up!

Exercise #1
What information do you reference when you’re getting ready to write your employees’ performance evaluations?
Performance Ratings
Performance Rating Definitions

**Acceptable performance standards:**
- Met Expectations
- Consistently Exceeds Expectations
- Exceptional

**Below acceptable performance standards (CONTACT ER Analyst):**
- Improvement Needed
- Unacceptable
(3) **Met Expectations**

- Met essential goals.
- Performance consistently met expectations in key areas of responsibility; at times may exceed expectations. The overall quality of work was good.
- Is dependable, highly reliable, follows through on assignments.
- Exhibited behavior consistent with the values of the organization.
(4) **Consistently Exceeded Expectations**

- Generally exceeded goals. (Essential and any stretch goals)
- Performance consistently exceeded expectations in key areas of responsibility, and the quality of work was generally excellent.
- Exhibited model behavior that reflected the values of the organization
(5) Exceptional

- Surpassed all goals (Including stretch goals)
- Performance far exceeded expectations in all key areas of responsibility with exceptionally high quality of work and exceptional or unique contributions to organizational objectives
- Behavior consistently exemplified the highest values of the organization
- This rating is not given frequently (approx. top 10% across campus)
(2) Improvement Needed-Contact Employee Relations Analyst

- This performance rating would typically follow on-going counseling and coaching for improvement.
- Did not consistently meet essential goals.
- Performance did not consistently meet job requirements.
- Behavior may not consistently reflect the essential organizational values.
- Repeated overall annual ratings of “Needs Improvement” should not be tolerated. Aside from counseling and coaching, progressive discipline may be used for performance improvement. A plan to improve performance must follow and include clear expectations, deadlines, and formally scheduled one-on-one reviews for measuring the expected improvements.
(1) **Unacceptable - Contact Employee Relations Analyst**

- Failed to meet essential goals.
- Performance egregiously failed to meet expectations.
- Lack of improvement would likely be previously documented through progressive discipline.
- Behavior may be contrary to essential organizational values.
- Repeated overall annual ratings of “Unacceptable” should not be tolerated. Improvement is essential for continued employment. Progressive discipline is likely being used for performance improvement. A plan to improve performance must follow and include clear expectations, deadlines, and formally scheduled one-on-one reviews for measuring the expected improvements.
Common Standards-Principles of Community

Consider: What have they done to actively engage or promote the Principles of Community?

- Ensure that policies, practices, services, and behaviors support the Principles of Community; Ensure a diverse workforce. For Example:
  - Met Expectations-Purposeful
    - Provided caring and respectful client service
  - Consistently Exceeds-Purposeful
    - Created a proposal to create and implement a client care satisfaction survey and improvement plan
Common Standards-Diversity

Consider: What have they done to actively engage or promote Diversity?

- Ensures that policies, practices, services, and behaviors support and accept diversity; Ensures that all employees participate in training that supports diversity; Ensures a diverse workforce. For example:
  - Met Expectations:
    - Attended ODEI trainings; Ensured that policies, practices and services are implemented in an equitable manner; Behaviors and different forms of communication reflect inclusive practices and support the needs of a diverse clientele.
      ★ Eg. Hiring Manager drafting inclusive questions in a search committee
  - Consistently Exceeds:
    - Participated in DEI professional development and trainings, and identified how they have implemented what they have learned in their work.
      ★ Eg. Coordinated Cultural Humility workshops, Proposed and Lead an accessibility review
Evaluation
What should the Manager Evaluation Include?

Information from:

- Supervisor Notes, Accolades, and Feedback from customers, clients, coworkers collected through the evaluation period and previously discussed with the employee
- Performance Documentation; touchbase notes, Email recognition, Email follow up, counseling memos, discipline
- Work Samples
  - eg. Special projects or workgroups
- ePerformance participants - review nominations
- ePerformance Employee Self-Appraisal
Manager Evaluation

Helpful Tips:

● Be succinct and to the point
● Neutral, objective language
  ○ Especially when addressing areas for improvement;
  ○ Subjective statements can compromise other actions
● Reflect performance over the entire evaluation period
● Well supported ratings
● Evaluation includes assessment in Job Functions, Goals and Overall Summary
Prove it!

One or two examples for Each Criteria to support your ratings:

- Brief statement of performance of function over the course of the whole year
  - Review of performance which was discussed during year; no surprises!
- Brief summary of examples which have been discussed with the employee and reflects the overall performance over the whole the evaluation period
- 2-4 sentences describing each example:
  - Describe what happened
  - Recap of Feedback provided to employee at the time
  - Evaluation of whether performance was improved/sustained
Sample Evaluation Statement-Single Criteria

Eg. Duty: Office Management-Consistently Exceeds Expectations

“Great Job! Throughout the 19-20 academic year, Sally S. Loth provided consistent, professional, and extremely prompt responses to all campus inquiries. Additionally, she proposed and effectively managed the update to the department employee handbook. As I informed her during regular check ins, I was very appreciative of her work. She was responsive to revision suggestions and successfully incorporated feedback into the handbook update, completed 3 months early, in Dec. 2019.”
Sample Evaluation Statement-Single Criteria

Eg. Campus Safety-Unacceptable

“Supervisor Rob Elrouser was responsible for de-escalating volatile interactions. However, during the 2020-21 Sloths United strike activity, I issued Mr. Elrouser a letter of warning for drawing mustaches on faculty and SU union posters, instead instigating tense interactions between faculty and staff. I advised him of my expectations for professionalism. Two months later, he drew buck teeth on more posters and was issued a suspension.”
Exercise 2: Your Turn! Single Criteria

Now, following the previous examples, please write a sample evaluation statement based on a position you supervise or on a single criteria taken from the Administrative Officer 2 Job Description.
Overall Summary

- Summary of how the individual criteria ratings contributed to the Overall rating
  - Can describe how each criteria is weighted
  - Address any special considerations that occurred throughout the year (i.e. Pandemic, reorganization, etc.)
  - Highlight stand-out examples
- Review of expectations going forward which have been discussed over the year
Sample Overall Summary Statement

Met Expectations (with areas needing improvement)

During this evaluation period, Employee A had multiple managers in part due to the unit reorganization. Despite significant disruptions resulting from these transitions, Employee A continued to provide efficient support and consistently maintained the 24-hour customer email response timeline. Their empathetic nature comes through in their work and is key in providing valuable support to our clients.

On one occasion, we received a client report that Employee A joked about their political affiliation. As we discussed, consistent improvement in professionalism and communication will serve them well in their role and will ensure that they are representing themselves and the unit in a positive way.
Exercise 3: Your Turn! Overall Summary

Now, following the previous examples, please write a sample overall evaluation statement supporting “Met Expectations” rating with a statement addressing an area for improvement, based on a position you supervise or in the functions included on the prompt. Overall summaries should reflect the performance over the entire evaluation period.
Review

REMEMBER -

• Manager evaluations should
  – Be succinct
  – Sufficiently illustrate examples which support the rating
  – Provide narratives and ratings that reflect performance throughout the entire year
    ▪ Avoid recency bias

REMINDER - Save your work frequently - the current version of ePerformance will automatically log you out after 20 minutes of inactivity.
Thank you all for coming to our training

Tips for Success ~

- Provide regular, informal feedback
- Be honest
- Do it face to face
- Use tangible, pertinent examples
- End on a positive note
- Choose your words with care
Questions?
SHR Vision

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