ePerformance Part 2: Completing the Manager's Evaluation

~UC Santa Cruz SHR~

“The purpose of staff human resources (SHR) is to build a strong and healthy University.”
ePerformance Training Series

2 Part Series

- Part 1: Defining Criteria (Offered in Late Summer/Fall)
  - Defining Job Functions
  - Defining Goals for the current performance cycle
  - Discussing Common Standards (Principles of Community/Diversity)

- Part 2: Completing the Appraisal (Offered Now in Spring)
  - Understanding Performance Ratings
  - Writing the Appraisal
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
- Reduce Electronic interruptions as much as possible
Module Objectives

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

- Complete a Manager Appraisal
  - Understand and select the appropriate performance ratings (5 categories)
  - Add Manager Comments and complete the Functions Tab (duties related to their job description)
  - Add Manager Comments and complete the Goals and Common Standards Tab
  - Complete an Overall Summary of your employee’s performance
  - Share this information with the employee
  - Once acknowledged by the employee, submit the appraisal 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.
Annual Performance Evaluations - Workflow

- ELR ePerformance Administrator Creates Annual Performance Documents
- Supervisor and Employee Defines Criteria
- Participants are Nominated
- Employee Completes Self Evaluation
- Supervisor ReviewsSelf Evaluation and Participant Evaluations
- Supervisor Completes Evaluation
- Supervisor Shares Evaluation with Employee
- Employee Acknowledge Evaluation
- Supervisor Submits Evaluation for Approval
- Approver Approves Evaluation
Writing the Manager Evaluation
Warm Up!

Exercise #1
What information do you review when you’re getting ready to write your employees’ performance appraisal?
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 Ratings - 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
  - Met Expectations-Purposeful
    - Exhibited behavior consistent with the values of the organization.
  - Consistently Exceeds-Purposeful
    - Exhibited model behavior consistent with the values of the organization.
Common Standards Ratings-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.

  – 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
Completing the Evaluation
What should the Manager Evaluation Include?

Summary of Information from:

- Supervisor Notes, Accolades, and Feedback from customers, clients, collected through the appraisal 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 (if applicable)
Manager Evaluation

Helpful Tips:

● Be concise and to the point

● Use neutral, objective language
  ○ Especially when addressing areas for improvement;
  ○ Subjective statements can compromise other actions

● Reflect performance over the entire evaluation period

● Use examples to support ratings

● Include an assessment of the Job Functions, Goals, Common Standards and Overall Summary

“There’s nothing about your performance that you need to change ... other than everything.”
Examples are key to Evaluations

Always have 1 or 2 examples to support your ratings:

- Write 2-4 sentences describing each example. Include:
  - Description of project/incident
  - Recap of Feedback provided to employee at the time
    - commendations, coaching/counseling, corrective action
  - Evaluation of whether performance was improved/sustained
Sample Evaluation Statement/Rating - Single Job Function Tab - Acceptable Performance

Job Function: Office Management
Rating: Consistently Exceeds Expectations

“Great Job! Throughout the 19-20 academic year, Sponge Bob provided consistent, professional, and extremely prompt responses to all campus inquiries. Above that, she proposed and effectively managed the update to the department employee handbook. She was so responsive to revision suggestions and successfully incorporated feedback into the handbook update, completed 3 months early, in Dec. 2019.”
Sample Evaluation Statement/Rating-Single Job Function Tab - Unacceptable Performance

Job Function: Campus Safety
Rating: Unacceptable

“In his role, Supervisor Mr. Krabs was responsible for de-escalating volatile interactions. However, during the 2020-21 Under the Sea strike activity, I issued Patrick Star a letter of warning for getting into a verbal altercation with another employee.

Two months later, he got into another verbal altercation with another employee and was issued a suspension.”
Exercise 2: Your Turn! Write a sample evaluation statement

Please write a sample evaluation statement for one of the following Administrative Officer 2 Job functions

• Manages, plans and administers a range of administrative operations in a small to medium academic department, or a small to medium non-academic department or program
• Administrative operations include budgetary financial management and human resources and may include some of the following functions: IT, facilities, student services, and / or contracts and grants
• Develops and prepares budgets and financial reports for funding which may be complex
Overall Summary Statement

This should be an Explanation of how the individual criteria ratings contributed to the Overall rating.

- Should specify how each criteria is weighted
- Address any special considerations that occurred throughout the year (i.e. Pandemic, reorganization, etc.)
- Highlight stand-out examples

Also include a review of expectations going forward which have been discussed over the year.
Sample Overall Summary Statement

Overall Rating: Met Expectations

During this evaluation period, Employee A continued to provide efficient support and consistently maintained a satisfactory customer email response timeline. Their empathetic nature comes through in their work and is key in providing valuable support to our clients.

On a few occasions, Employee A returned late from lunch, arriving late to scheduled meetings with clients. As we discussed, consistent improvement in timely attendance will ensure that they are representing themselves and the unit in a positive way.
Sample Overall Summary Statement

Overall Rating: Needs Improvement

During this evaluation period, Employee A provided support and sometimes maintained a satisfactory customer email response timeline. Overall, however, Employee A did not respond in a timely manner, which impacted the student’s ability to seek support for their classes. While their empathetic nature was valuable to support to our clients, their inability to be timely overshadowed their positive contributions. Improvement should be made in response time.

On multiple occasions, Employee A returned late from lunch, arriving late to scheduled meetings with clients. As we discussed, consistent improvement in timely attendance will ensure that they are representing themselves and the unit in a positive way.
Exercise 3: Your Turn! Overall Summary

Please write a sample overall evaluation statement for following Administrative Officer 2 Job functions

• Manages, plans and administers a range of administrative operations in a small to medium academic department, or a small to medium non-academic department or program
• Administrative operations include budgetary financial management and human resources and may include some of the following functions: IT, facilities, student services, and / or contracts and grants
• Develops and prepares budgets and financial reports for funding which may be complex
Final Review

REMEMBER -

• Manager evaluations should
  – Be precise
  – Sufficiently illustrate examples which support the rating
  – Provide narratives and ratings that reflect performance throughout the entire year
    ▪ Think about the overall picture

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
- Meet in-person or via zoom
- Use tangible, pertinent examples
- End on a positive note
- Choose your words with care
Final Questions?

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**SHR Vision**

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