ePerformance: Completing the Manager's Evaluation

~UC Santa Cruz SHR~

"The purpose of staff human resources (SHR) is to build a strong and healthy University."

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NEW THIS YEAR

DUE DATE

All staff evaluations (represented and non-represented) are due by **Friday, August 30, 2024**

OFFICE HOURS

Employee Relations Team will be hosting remote open office hours Wednesdays, 11am - 12pm
Click this link to Join!

GOAL SETTING

FY 24/25 Evaluations will be active in ePerformance beginning in **July 2024**, allowing you to set goals more timely with staff!

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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

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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
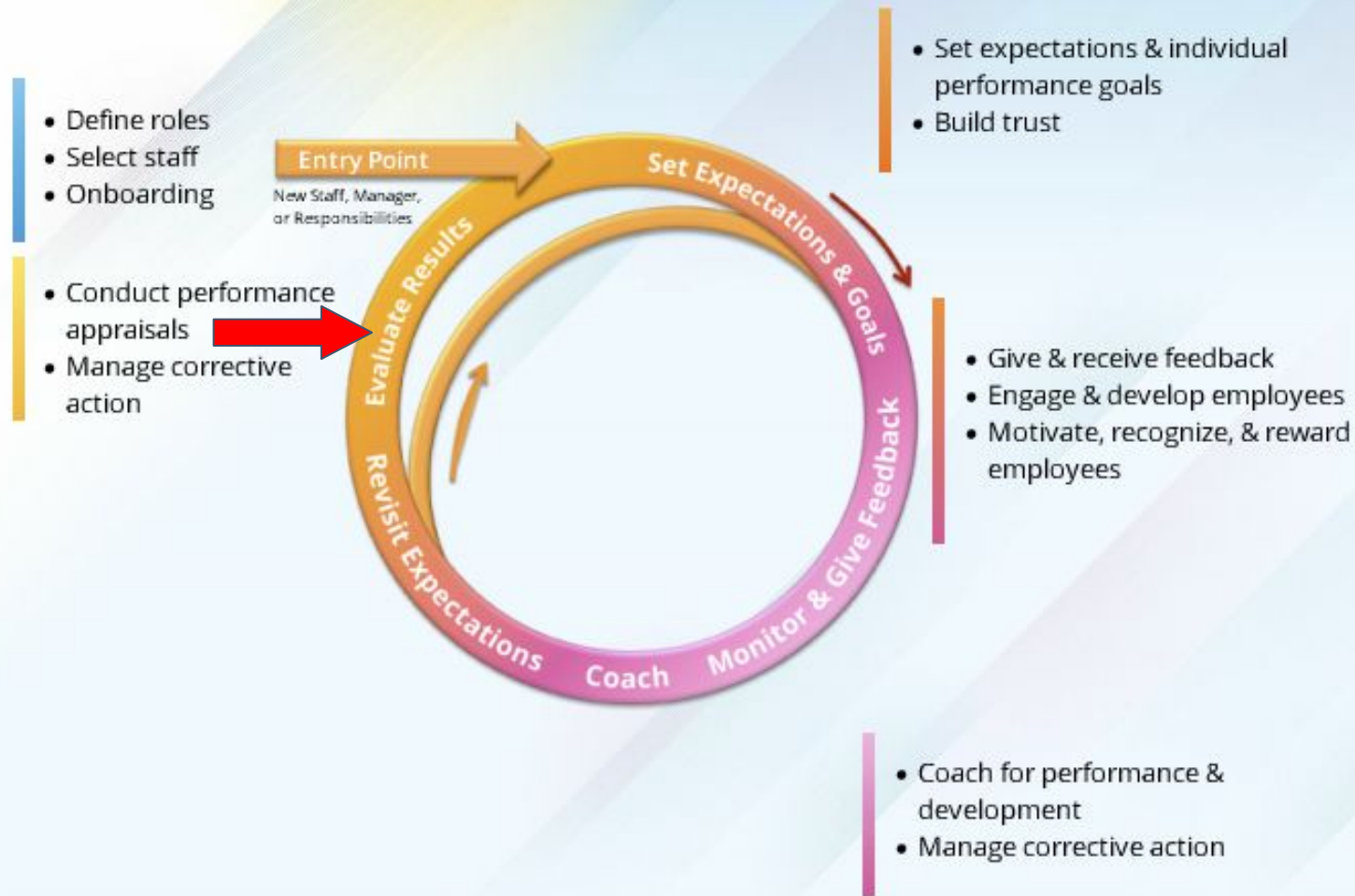- Reduce Electronic interruptions as much as possible

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Module Objectives:

At the end of this training you should be able to complete a Manager Appraisal

- Understand how to select the appropriate performance ratings (1-5)

- 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

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PERFORMANCE MANAGEMENT MODEL

- Define roles
- Select staff
- Onboarding

Entry Point
New Staff, Manager, or Responsibilities

- Conduct performance appraisals
- Manage corrective action

Set Expectations & Goals
- Set expectations & individual performance goals
- Build trust

Monitor & Give Feedback
- Give & receive feedback
- Engage & develop employees
- Motivate, recognize, & reward employees

Coach
- Coach for performance & development
- Manage corrective action

Evaluate Results / Revisit Expectations

For more information and to sign up for the UC Performance Management Overview eCourse series, go here or search in the UC Learning Center.

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6

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Annual evaluation workflow:

ELR ePerformance Administrator Creates Annual Performance Documents	Supervisor and Employee Defines Criteria	**Participants are Nominated**	**Employee Completes Self Evaluation**	**Supervisor Reviews Self Evaluation and Participant Evaluations**	**Supervisor Completes Evaluation**	**Supervisor Shares Evaluation with Employee**	**Employee Acknowledges Evaluation**	Supervisor Submits Evaluation for Approval	Approver Approves Evaluation

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Warm Up!

Exercise #1

What information do you review when you're getting ready to write your employees' performance appraisal?

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Performance Ratings

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Performance Rating Definitions

Acceptable performance standards:
 3 - Met Expectations
 4 - Consistently Exceeds Expectations
 5 - Exceptional

Below acceptable performance standards
(CONTACT ER Analyst):
 2 - Improvement Needed
 1 - 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) <u>**Consistently Exceeded Expectations**</u>

- 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

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(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)

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(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.

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(1) <u>Unacceptable - Contact Employee Relations Analyst</u>

- 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

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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:

- Volunteering to support others
- Is flexible and constructive
- Consistently communicates openly and effectively
- Uses knowledge, skills, and professional experience to seek efficiencies and improve work outcomes
- Seeks efficiencies and adapts to change
- Encourages diverse thinking to nurture innovation
- Comes up with useful ideas
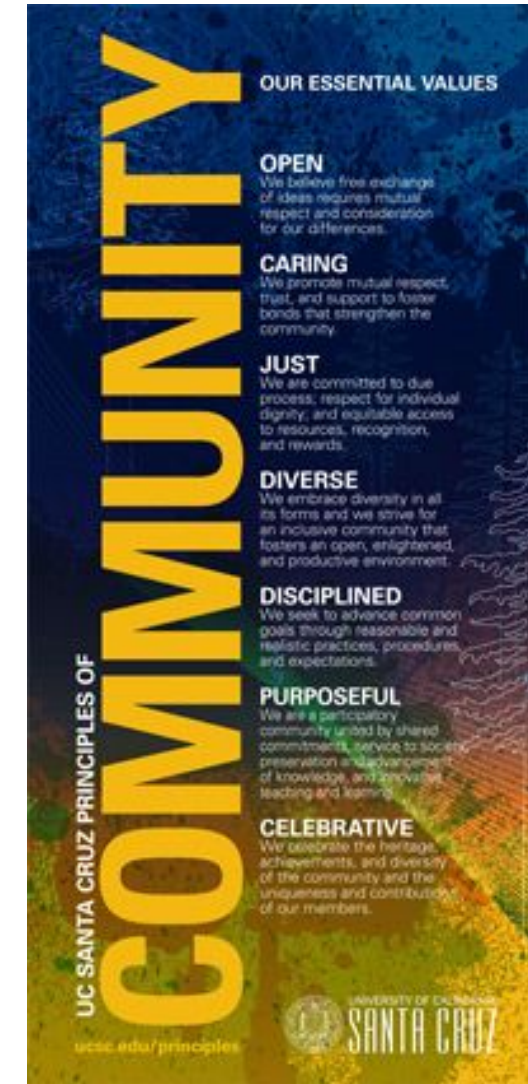
Common Standards - Diversity

Consider: What have they done to actively engage or contribute to 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 DEI 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.Proposed and Lead an accessibility review with local campus experts

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Completing the Evaluation

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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)

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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

EVALUATION DAY

"There's nothing about your performance that you need to change ... other than everything."

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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

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Sample Evaluation Statement/Rating - Single Job Function Tab - Acceptable Performance

Job Function: Office Management

Rating: Meets Expectations

"Throughout the 22-23 academic year, Sam provided consistent, professional, and extremely prompt responses to all campus inquiries. Above that, he proposed and effectively managed the update to the department employee handbook. he was so responsive to revision suggestions and successfully incorporated feedback into the handbook update, completed 3 months early, in Dec. 2023.

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

On a few occasions, Sam returned late from lunch, arriving late to scheduled meetings with clients. As we discussed, consistent improvement in timely attendance will ensure that he is representing himself and the unit in a positive way."

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Sample Evaluation Statement/Rating - Single Job Function Tab - Unacceptable Performance

Job Function: Campus Safety

Rating: Unacceptable

"In his role, Steve is responsible for front desk operations at the library. However, during the 2022-2023 fiscal year, he received a letter of warning for getting into a verbal altercation with a visitor.

Two months later, there was another incident involving Steve in which he received a complaint for using profanity. During this evaluation period, Steve provided support and sometimes maintained a satisfactory customer service at the front desk. Overall, however, Steve did not respond in a timely manner to front desk inquiries. While Steve's level of customer service meet expectations on some occasions, his inability to consistently provide good customer service overshadowed any positive contributions. Improvement is needed in regards to customer service and communication skills. Going forward, we will continue to focus on trainings that will improve his understanding and application of the Principles of Community.

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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

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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

Save your work frequently - the current version of ePerformance will automatically log you out after 20 minutes of inactivity.

Ensure you are working in the correct Evaluation (FY 23/24)

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Final Questions?

Staff Human Resources: Our Mission Staff Human Resources is dedicated to fostering equity,

engagement, and innovation at UCSC, through the provision of respectful and caring human resource services. We are committed to an inclusive environment that welcomes, supports and professionally develops the diverse individuals who in turn power our organization.

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