Performance Management

A Refresher

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What is Performance Management?

a) An annual appraisal?
b) Letting an employee know when he or she did something correctly?
c) A rap across the employee’s knuckles when he or she has made a mistake?
d) None of the above.
And the answer is?

An *ongoing process of communication* between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.
What does that look like?

It is a *communication process* that sets objectives, identifies goals, provides feedback and evaluates results.
Setting Objectives

- Identify the objectives by reviewing the employee’s job card and departmental guidelines
- Identify tasks associated with meeting objectives
- Put the objectives in writing
Identifying Goals

- Goals are set annually
- Review them regularly: weekly, monthly, quarterly, semi-annually and annually
- Goals can be modified at anytime (but do it in writing)
- Academic Affairs Performance Standards
- Put the goals in writing
Feedback

- Must be given regularly
- Includes positive as well as not so positive
- Listen to the employee. What are the issues he or she having?
- Provide concrete suggestions on how to improve
- Provide assistance as needed
- Put the feedback in writing
Evaluation

- No surprises
- Timely
- Put the evaluation in writing *and* use the appropriate form
- Follow all policies and bargaining agreements
- Use the appropriate performance standards for all employees
The process

- Pre-meeting
- Write self-appraisal/accomplishments
- Draft performance appraisal
- Meet to discuss self-appraisal and draft
- Revise and publish
- Employee comments and signature
- Department head signature
Basic principle

The performance appraisal should accurately reflect the actual performance of the employee based on fair and reasonable standards or expectations.
Academic Affairs Performance Standards

http://academicaffairs.ucsd.edu/_files/staffhr/hrcontacts/PerformanceStandardsMatrix-AA.pdf
Questions?

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