THE PERFORMANCE MANAGEMENT PROCESS AND APPRAISING PERFORMANCE

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AGENDA

• The Performance Management Process
• The Performance Appraisal Process
• Best Practices
• Resources
OBJECTIVES FOR TODAY

• Understand the performance management process and how appraising performance fits into that process

• Learn performance appraisal process best practices

• Identify resources that support your own professional development in managing performance
WHAT IS PERFORMANCE MANAGEMENT?

a) An annual appraisal

b) Letting an employee know when he or she did something correctly

c) One mistake and out the door

d) All of the above

e) None of the above
And the answer is?

An ongoing process of communication between a supervisor and an employee that centers on:

- setting expectations, objectives and goals
- giving and receiving feedback based on conversation
- coaching, engaging, and development employees, and
- evaluating results
THE PERFORMANCE MANAGEMENT PROCESS

Define Job Responsibilities

Planning

Set Expectations/

Manage/Coach

Appraise Performance
THE PERFORMANCE MANAGEMENT PROCESS

- Planning for Performance
  - The job description
    - Current
    - Clear essential job functions
    - Priority of essential job functions
  - Expectations and goals
    - What is the difference?
    - SMARTER goals
THE PERFORMANCE MANAGEMENT PROCESS

• Performance Expectations
  • Identify the expectations by reviewing the employee’s job card and departmental guidelines
  • Identify tasks associated with meeting expectations
  • Put the expectations in writing
  • Apply expectations consistently
THE PERFORMANCE MANAGEMENT PROCESS

• Managing Performance
  • Observation and feedback
  • Coaching for performance
  • Professional development
THE PERFORMANCE MANAGEMENT PROCESS

- Appraising performance
  - Conduct the performance appraisal process
What holds it all together?

Feedback
FEEDBACK

- Give regularly
- Include positive as well as not so positive
- Listen – what issues are there?
- Provide concrete suggestions for improvement
- Provide assistance as needed
- Put the feedback in writing
COACHING FOR PERFORMANCE

A  Awareness
D  Desire
K  Knowledge
A  Ability
R  Reinforcement
I FINISHED YOUR PERFORMANCE REVIEW.

TERRIFIC. IT'S NINE MONTHS LATE AND ALL YOU DID WAS SIGN WHAT I WROTE.

I THINK I ALSO READ IT, BUT I'M NOT 100% POSITIVE.
Case Study

Instructions:

- Read the *Performance Appraisal Time* case study

- Independently identify at least 5 elements of the performance management process that were handled inappropriately

- Circle or note those elements on the case study
Basic Principle: Performance Appraisals

- The performance appraisal should accurately reflect the actual performance of the employee based on fair and reasonable standards or expectations.
THE PERFORMANCE APPRAISAL 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
tools

appraisal forms

standards

current job description

reference tools

kit

examples

ONLINE COMPLETION OF UCSD PERFORMANCE APPRAISAL AND DEVELOPMENT MODEL ONE

To ensure the best results for the online completion of UCSD Performance Appraisal and Development Model One, please read and use the following guidelines:

1. Please complete each item before moving on to the next. Do not skip any items. If additional space is needed, please use the blank page at the end of Model One.

2. SECTION ONE - UCSD Standards: Page 1 of 3

The rating scales will highlight when clicked on to insert a digit, but this will not affect the insertion of a rating. It may require two clicks.

3. SECTION TWO - Performance of Duties: Page 2 of 3

Blank Section Four will allow three lines of text to be inserted. If additional space is needed, please use the blank page at the end of Model One.

4. SECTION THREE - Career Development: Page 3 of 3

Blank Section Four will allow three lines of text to be inserted beneath the title “Goal 1,” etc., or seven times, 3 typing immediately after the word “Goal 1.” If additional space is needed, please use the blank page at the end of Model One.

5. EXHIBIT A - Goals for Coming Year:

Blank Section Four will allow three lines of text to be inserted beneath the title “Goal 1,” etc., or seven times, 3 typing immediately after the word “Goal 1.” If additional space is needed, please use the blank page at the end of Model One.

6. EXHIBIT B - Employee Performance Development for Coming Year

Blank Section Four will allow three lines of text to be inserted beneath the title “Goal 1,” etc., or seven times, 3 typing immediately after the word “Goal 1.” If additional space is needed, please use the blank page at the end of Model One.

MUCD STANDARDS

The UCSD Standards represent the areas of individual performance that are the bases of the UCSD organization. The UCSD Standards of performance are the basis for the determination of job performance ratings and for establishing criteria for individual performance. The Standards are designed to ensure that the individual job requirements are met and that the individual is evaluated fairly. The Standards are designed to ensure that the individual job requirements are met and that the individual is evaluated fairly.

Notable

UCSD Standards are developed by the manager and the superior community and others, who may be responsible for ensuring that the UCSD Standards are met. The Standards are developed to ensure that the individual job requirements are met and that the individual is evaluated fairly. The Standards are designed to ensure that the individual job requirements are met and that the individual is evaluated fairly.
SOME COMMON ATTITUDES

• You can’t get better than (solid/above expectations) in your first year.

• Nobody is so good that they do all of their work in an exceptional way. You should find something to rate down.

• Some jobs just don’t lend themselves to a rating better than solid.

• I never give “exceptional,” because that means “perfect” and nobody’s perfect.
Success Indicators

timeliness

customer satisfaction

leadership

quality

quantity

initiative/innovation

resource management
INDICATORS OF QUALITY

- consistency with professional protocols
- professionalism
- ease of use of product or of service interaction
- appropriateness
- completeness
- polished appearance
- continued growth or stability
- going the extra mile

- judgment shown
- sophistication of technique
- interest generated
- comfort
- satisfaction
- attention to detail
- materials used
- freedom to operate
- anticipation of needs
WRITING THE PERFORMANCE APPRAISAL NARRATIVE

Behaviors:  What was done
Results:  What was accomplished
Impact:  The difference that was made
THE PERFORMANCE APPRAISAL MEETING

- Setting the tone
- Structuring the meeting
The Golden Rule of Performance Appraisals

- There should be NO SURPRISES!

How do you avoid surprises?
PLANNING FOR NO SURPRISES

Clarify EXPECTATIONS
Communicate REGULARLY
Document SUCCESSES
Document PROGRESS
Document CHALLENGES
Coach AS NEEDED
RESOURCES

- Performance Appraisal Blink Site
- Performance Management Learning Road Map
- Performance Management Certificate
- UCOP-sponsored Elearning
- Individual Development Planning
- UC Core Competencies
Thank you and good luck!