Performance Management:
People, Purpose, Action

Presented by Juanita Hicks
Associate Vice President of Human Resources
Staff Performance Management Forums
June and August 2017
The next 30 minutes...

- What are we changing?
- Why are we changing?
- How will the change impact you?
Special Thanks to the Committee

- Amber Smallwood, Brendan Bowen, Jami Bower, Denise Fowler, Jane Simpson, Justin Barlow, Keri Burns, Sandra Huey, Sonya Adams, Tina Bennett
- Janet Pilcher, Studer Group
EngageWest is a cultural-transformative movement that promotes an environment in which all individuals know and own their roles and responsibilities in achieving the aspirational vision of the University of West Georgia.

We are engaged in growing ourselves to grow others!

We are building an environment where people will know what to do, why they are doing it, and what we intend to accomplish. At the same time, these people will be engaged and part of solution-making!

People – Purpose – Action
Timeline

- January 2016: Completed 2015 evaluation electronically (First Time!)
- August 2016: LDI Focus Groups
- September 2016: Staff forums
  - 68 volunteer participants
- October-November 2016: Development of Best Place to Work Standards
- January-February 2017: Electronic submission of staff evaluation
  - We finished them all!
- May-August 2017: Best Place to Work Standards campus presentations
What did we change?

- Competency language
- Job performance language
- Structure of evaluation
Previous Competencies

- Administration
- Knowledge of Work
- Communication
- Teamwork/Courtesy
- Decision Making/Problem Solving

- Leadership
- Managing Change & Improvement
- Self Management
- Safety
People, Purpose, Action

Best Place to Work Standards

• These standards depict how job performance and role engagement are expected to align with UWG’s core values.
## Best Place to Work Standards

<table>
<thead>
<tr>
<th>Standards of Practice</th>
<th>Definitions</th>
<th>UWG Values</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>Understand job roles and accept personal responsibility</td>
<td>• Achievement</td>
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<td>• Integrity</td>
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<td>• Sustainability</td>
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<td>• Innovation</td>
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<td>Communication</td>
<td>Effectively interact with others and share information</td>
<td>• Caring</td>
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<td>• Collaboration</td>
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<td>• Inclusiveness</td>
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## Best Place to Work Standards

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<thead>
<tr>
<th>Standards of Practice</th>
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| Professionalism       | Commitment to organizational and individual excellence | • Integrity  
• Wisdom  
• Caring  
• Achievement  
• Innovation |
| Teamwork              | Collaborate and achieve common outcomes | • Collaboration  
• Caring  
• Wisdom  
• Inclusiveness  
• Sustainability |
## Best Place to Work Standards

### Accountability
- **Definition**: Understand job roles and accept personal responsibility
- **UWG Values**: Achievement, Integrity, Sustainability, Innovation
- **Sample Meaning**:
  - Completes job by being a good steward of resources
  - Do what you say you will do when you say you will do it
  - Own your own mistakes without shifting blame to others
  - Pay attention to details and all aspects of a task that must be done
  - Think about all possible solutions before turning issues over to others
  - Take responsibility for your own development

(These examples provide direction and are not intended to be an exhaustive list.)
People, **Purpose**, Action

**Job Performance Standards**

- Knowing what to do and why you are doing it
- How are you meeting the expectations of your role?
Job Performance Standards

- Standards have been developed for the 2017 evaluation period.
- Language will be added to job descriptions regarding duties and responsibilities.
  - This language will be loaded into the 2018 evaluations in place of generalized standards.
# Job Performance Standards

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
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<tbody>
<tr>
<td>Quality of Work</td>
<td>● Completes work with accuracy.</td>
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<td>● Completes work with thoroughness.</td>
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<td>● Completes work in a timely manner.</td>
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<td>● Maintains the ability to make reasonable decisions.</td>
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<tr>
<td>Quantity of Work</td>
<td>● Maintains a high level of productivity aligned to job responsibilities.</td>
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<tr>
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<td>● Uses work time productively.</td>
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<tr>
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<td>● Completes work in a timely manner.</td>
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<td>● Produces satisfactory outcomes during a reasonable amount of time.</td>
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## Job Performance Standards

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| **Job Knowledge**     | ● Demonstrates competence with the knowledge, skills and abilities needed to complete job responsibilities.  
                        ● Possesses an understanding of the job procedures and methods to produce unit outcomes.  
                        ● Demonstrates the ability to productively work with supervisors, co-workers and students. |
| **Achievement of Outcomes** | ● Demonstrates ability to contribute to the unit outcomes.  
                        ● Demonstrates actions that support others to achieve unit outcomes.  
                        ● Engages in the work environment to support continuous improvement.  
                        ● Engages in non-routine activities to enhance the unit outcomes. |
Job Performance Standards

• 2018: *Job Performance Standards* will be replaced by the *Job Responsibilities* section of your *Job Description*. (examples on next slides)
Job Responsibilities—Example 1

**Academic Advisor 1**

Job duties and responsibilities currently recorded in the PeopleAdmin applicant tracking system.
## Instructional Designer

Job duties and responsibilities currently recorded in the PeopleAdmin applicant tracking system.

<table>
<thead>
<tr>
<th>Percentage Of Total Time</th>
<th>Responsibility / Duty</th>
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<tbody>
<tr>
<td>25%</td>
<td>Lead course quality review and development teams, ensuring that online courses are reviewed on a regularly scheduled basis as set by the eCom Dean, and that each complies with accreditation standards and principles of good practice.</td>
</tr>
<tr>
<td>25%</td>
<td>Responsibility for oversight of course quality in university system-wide collaborative online programs (eCore &amp; eMajor), including making regular course updates, checking and maintaining links, and development of new materials.</td>
</tr>
<tr>
<td>20%</td>
<td>Serve as Collaborative Programs LMS administrator, including creating new course online sections, granting (and removing as needed) users course access, and maintaining a secure LMS environment.</td>
</tr>
<tr>
<td>15%</td>
<td>Design and implement multimedia enhancement for eCore Courses.</td>
</tr>
<tr>
<td>15%</td>
<td>Track and report all costs related to the development and revision of courses, reporting these to budget manager. Actively researches trends in instructional technology and makes recommendations for use. Other duties as assigned.</td>
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Goals

● Help us define and identify what we intend to accomplish
● Actions that move the university, division, or department goals towards achievement
People, Purpose, **Action**

- Goals will continue to be established and agreed upon with the supervisor through an open text field
  - Option to align goals with the UWG strategic plan
Future Timeline

- July 2017: Open 2017 evaluation program with new language
  - Gives supervisor the opportunity to store notes in the system
- June & August 2017: Best Place to Work Standards
  - Campus presentations
- July-December 2017: Begin review of staff job descriptions
  - Allows us to load job duties into the performance evaluation
  - Replaces the Job Performance Standards section
  - Division schedule to be posted
- January-February 2018: Completion of the 2017 Performance Evaluation
  - People, Purpose, Action
- January 2019: Launch 2018 evaluation with job description duties
2017 Evaluation Structure

- People
  Best Place to Work Standards
- Purpose
  Job Performance Standards
- Action
  Goals
2018 Evaluation Structure

- **People**
  Best Place to Work Standards

- **Purpose**
  Job performance measures pulled from individual job descriptions

- **Action**
  Goals
Future Sessions

- **Goal Development**
  How to align your goals

- **Job Descriptions**
  Writing clear job descriptions and understanding expectations
Next Steps—Supervisors

- Make sure you can access your direct reports in PeopleAdmin
- Begin looking at job descriptions and how you might add clarifying language
- Attend a workshop to get assistance
Next Steps—Employee

- Familiarize yourself with your job description
- Review your goals and start working on them
- Login to PeopleAdmin
  ○ Website support available
- Know who can help:
  ○ Supervisor
  ○ HR Business Partner/Coordinator
Final Thoughts

- Rating scales will remain the same:
  - Significantly Exceeds
  - Exceeds
  - Meets
  - Needs Improvement
  - Unsatisfactory

- Performance improvement plans still expected for:
  - Needs Improvement
  - Unsatisfactory
## Additional Assistance

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<tr>
<th>Division</th>
<th>HR Business Partner/Coordinator</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
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Questions?