Performance Management: People, Purpose, Action

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Organizational Development Manager
People, Purpose, Action

At the University of West Georgia, we believe that engaged faculty and staff are critical to creating an environment in which students can succeed, inside the classroom and in life. That’s why we’re committed to becoming the best place to work, learn, and succeed.
Engage West is a transformative movement that is helping us create an inclusive, collaborative culture in which all contributors understand their roles and responsibilities in moving the university toward its aspirational goal.

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.

People – Purpose – Action
Evaluation Structure

- **People**
  Best Place to Work Standards
- **Purpose**
  Job Performance Standards
- **Action**
  Goals
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.

- Accountability
- Communication
- Professionalism
- Teamwork
# Best Place to Work Standards

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

<table>
<thead>
<tr>
<th>Standards of Practice</th>
<th>Definitions</th>
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<tbody>
<tr>
<td>Professionalism</td>
<td>Commitment to organizational and individual excellence</td>
<td>• Integrity&lt;br&gt;• Wisdom&lt;br&gt;• Caring&lt;br&gt;• Achievement&lt;br&gt;• Innovation</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Collaborate and achieve common outcomes</td>
<td>• Collaboration&lt;br&gt;• Caring&lt;br&gt;• Wisdom&lt;br&gt;• Inclusiveness&lt;br&gt;• Sustainability</td>
</tr>
</tbody>
</table>
# Best Place to Work Standards

## Best Place to Work Standards: Example

<table>
<thead>
<tr>
<th>Standard of Practice</th>
<th>Definition</th>
<th>UWG Values</th>
<th>Sample Meaning</th>
</tr>
</thead>
</table>
| Accountability       | Understand job roles and accept personal responsibility | • Achievement  
• Integrity  
• Sustainability  
• Innovation | ○ 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 |
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?
  - Quality of Work
  - Quantity of Work
  - Job Knowledge
  - Achievement of Outcomes
# Job Performance Standards

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

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<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Knowledge</strong></td>
<td>● Demonstrates competence with the knowledge, skills and abilities needed to complete job responsibilities.</td>
</tr>
<tr>
<td></td>
<td>● Possesses an understanding of the job procedures and methods to produce unit outcomes.</td>
</tr>
<tr>
<td></td>
<td>● Demonstrates the ability to productively work with supervisors, co-workers and students.</td>
</tr>
<tr>
<td><strong>Achievement of Outcomes</strong></td>
<td>● Demonstrates ability to contribute to the unit outcomes.</td>
</tr>
<tr>
<td></td>
<td>● Demonstrates actions that support others to achieve unit outcomes.</td>
</tr>
<tr>
<td></td>
<td>● Engages in the work environment to support continuous improvement.</td>
</tr>
<tr>
<td></td>
<td>● Engages in non-routine activities to enhance the unit outcomes.</td>
</tr>
</tbody>
</table>
People, Purpose, Action

Goals

• Help us define and identify what we intend to accomplish
• Actions that move the university, division, or department goals towards achievement
• Assists to ensure good communication between employees and supervisors
People, Purpose, Action

When establishing goals

• Remember to be SMART
  ✓ Specific
  ✓ Measurable
  ✓ Attainable
  ✓ Results-Focused
  ✓ Time-Based
Goal 1:
Improve Service to Students.

Goal 1 (SMART):
Achieve and maintain an average student service rating of at least 4.0 on our annual survey by 11/20/2018.
Is the goal SMART?

Goal 2: Improve project management skills.
Is the goal SMART?

Goal 2 (SMART):

- Complete the Project Management Essentials training workshop by April 30, 2018.
- Begin setting action plans with team by June 30, 2018.
- Implement best practices from action plan by August 1, 2018.
Evaluations

• 4-6 months after Hire Date:
  Completion of the Staff Provisional/Probationary Evaluation

With the exception of certain University Police employees, each new classified employee is required to serve the first six (6) months of employment at the University of West Georgia in a provisional status.

• January-February 2018: (Hired Prior to July 1, 2017)
  Completion of the Calendar Year 2017 Performance Evaluation

The University of West Georgia supports a consistent, continuous and communicated performance management process. As required by Board of Regents policy, a formal, written performance evaluation is to be completed within the first quarter of the calendar year. The performance evaluation must include an evaluation of the employee's capability, productivity, efficiency, and potential for departmental and institutional development.
Annual Evaluation Process Timeline

The timeline below is a suggested timeline. The primary focus will be the final due date of February 23\textsuperscript{rd}. Supervisors may change the dates within the schedule based on various needs of the department.

✓ January 5: Performance Evaluation Program within PeopleAdmin activated
• January 19: Supervisors Create Plans for Direct Reports
• February 2: Supervisor and Self-Evaluations Complete
• February 9: Reviewing Officer Completes Reviews
• February 16: Supervisor/Employee Review Meetings Complete
• February 23: Employee Acknowledgements Complete
Next Steps—Employee

- Familiarize yourself with your job description
- Login to PeopleAdmin
  - Support is available under PeopleAdmin Training on the Human Resources Website
- Discuss/Create goals with your Supervisor
- Know who can help:
  - Supervisor
  - HR Business Partner/Coordinator
Review Position Description
PeopleAdmin Training

Human Resources
Home / Human Resources / PeopleAdmin Training

PeopleAdmin is a Talent Management solution for Education and Government entities. UWG utilizes PeopleAdmin for position and performance management.

- PeopleAdmin Website for UWG Employees: https://jobs.westga.edu/hr
- PeopleAdmin Applicant Portal: https://jobs.westga.edu

To view a position description as ‘employee’:
1. Log into PeopleAdmin at https://jobs.westga.edu/hr using your UWG credentials.
2. Click the link in the upper right hand corner of the screen ‘Go to University of West Georgia Employee Portal’.
3. Click on ‘My Reviews’ in the upper left-hand corner of the Employee Portal.
4. Select the Performance Evaluation for the most current calendar year.
5. Click the link to your Position Title, located underneath your name in the upper left-hand corner of the screen. This will open an additional window, which will contain your current position description.
Quick tips for Conversing with your Supervisor

- Tip 1: Be self-motivated
- Tip 2: Bring solutions/ideas to your concerns
- Tip 3: Be open to feedback
- Tip 4: Ask for help
- Tip 5: Communicate often & early
- Tip 6: Ask why, seek to understand
Performance Ratings

- Rating scales for each competency/goal:
  - Significantly Exceeds
  - Exceeds
  - Meets
  - Needs Improvement
  - Unsatisfactory

- Performance improvement plans expected for:
  - Needs Improvement
  - Unsatisfactory
<table>
<thead>
<tr>
<th>Skill Level</th>
<th>Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significantly Exceeds Expectations</td>
<td>At least 97% of the time the skill is evident.</td>
<td>Employee exceeded all performance expectations and was an exceptional contributor to the success of the department and to UWG. Demonstrates role model behaviors.</td>
</tr>
<tr>
<td>Exceeds Expectations</td>
<td>At least 85% of the time the skill is evident.</td>
<td>Employee met and exceeded most of the established performance expectations and contributes regularly to departmental goals.</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>At least 70% of the time the skill is evident.</td>
<td>Employee met most of the performance expectations and exhibits solid performance in their job duties.</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>At least 50% of the time the skill is evident.</td>
<td>Employee met some of the performance expectations (approximately 50%) and needs significant improvement in critical areas of expected job results or behavior. Performance Improvement Plan needed in areas of opportunity.</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>Less than 50% of the time the skill is evident.</td>
<td>Employee met less than 50% of performance expectations. Overall Performance Improvement Plan required.</td>
</tr>
</tbody>
</table>
**Significantly Exceeds Expectations:** Work performance that is consistently superior and is seldom equaled in overall contribution. This is reflected by accomplishments well beyond expectations. These conditions exist on a continual rather than occasional basis.

**Exceeds Expectations:** Work performance exceeds specific job expectations in most areas of responsibility. Accomplishments are above expected levels, and employee sustains uniformly high performance.

**Meets Expectations:** Work performance that consistently completes job tasks as expected in terms of quality and schedule. Performance can be described as solid and fully competent in all aspects of job content and expectations.

**Needs Improvement:** Work performance that sometimes fails to meet the standards for the tasks. Performance is below minimum job expectations; improvement is essential.

**Unsatisfactory:** Work performance fails to meet the standards for the tasks. Improvement is required within a specified period to maintain employment.

**Not Applicable (N/A):** This field is not relative to position.
<table>
<thead>
<tr>
<th>Standard</th>
<th>Values</th>
<th>Definition</th>
<th>Sample Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>Collaboration, Caring, Wisdom, Inclusiveness, Sustainability</td>
<td>Collaborate and achieve common outcomes</td>
<td>• Seek input from others and value other’s opinions and ideas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Work together and not against each other</td>
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<td></td>
<td></td>
<td>• Proactively work together within units and across units to achieve common goals</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Be open to feedback and input from others</td>
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<td>• Consider and value perspectives different from your own</td>
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<td>• Display a positive and empathetic attitude toward others</td>
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<td></td>
<td>• Work together in a supportive manner by being dependable, trustworthy, &amp; flexible</td>
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</table>
The **last** step in the evaluation process is to acknowledge the evaluation.

- Log in to PeopleAdmin Performance Module and access the University of West Georgia Employee Portal.

- Within Your Action Items, click on the link to Acknowledge Supervisor Evaluation
# Acknowledge Supervisor Evaluation

### Your Action Items

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Description</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Performance Evaluation CY 2017 for [Redacted]</td>
<td>Self Evaluation</td>
<td>n/a</td>
</tr>
<tr>
<td>Staff Performance Evaluation CY 2017 for [Redacted]</td>
<td>Acknowledge Supervisor Evaluation</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Showing 1 to 2 of 2 entries
Supervisor Evaluation for [Name]

The employee acknowledgement is the final step of the calendar year 2017 performance evaluation process. Your acknowledgement confirms that you have been provided an annual evaluation. If you have additional comments, please enter that information into the field provided and click ACKNOWLEDGE. These comments are available for review and accessible to your supervisor, the reviewing officer and Human Resources and will become a part of the official record. The annual review is not subject to the UWG employee appeal process.

In addition to acknowledging your annual evaluation, clicking ACKNOWLEDGE also signifies that you are aware of the UWG Procedure 6.4.2 - Employee Conflicts of Commitment and of Interest. The UWG Procedures 6.4.2 and Section 6.2.13.2 of the Board of Regents Policy Manual states: "An employee shall make every reasonable effort to avoid even the appearance of a conflict of interest. An appearance of conflict exists when a reasonable person will conclude from the circumstances that the employee's ability to protect the public interest, or perform public duties, is compromised by personal interest. An appearance of conflict can exist even in the absence of a legal conflict of interest." The associated policy and procedure can be found on UWG Policy Index webpage along with the associated disclosure form that should be completed if an employee perceives that a conflict may exist. The direct supervisor has primary responsibility for collection of conflict of interest information and approval.

For additional support needed beyond the review or questions, please contact your supervisor or Human Resources. When contacting Human Resources, please provide your department or division to be routed to the correct HR Business Partner.

Performance Areas

Significantly Exceeds Expectations: Work performance that is consistently superior and is seldom equaled in overall contribution. This is reflected by accomplishments well beyond expectations. These conditions exist on a continual rather than occasional basis.

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Not Applicable (N/A): This field is not relevant to position.
Acknowledge Supervisor Evaluation & Conflict of Interest Policy

In addition to acknowledging the annual evaluation, the employee will be asked to acknowledge UWG Procedure 6.4.2 – Employee Conflicts of Commitment and of Interest. The UWG Procedure 6.4.2 and Section 8.2.13.2 of the Board of Regents Policy Manual states:

“An employee shall make every reasonable effort to avoid even the appearance of a conflict of interest. An appearance of conflict exists when a reasonable person will conclude from the circumstances that the employee’s ability to protect the public interest, or perform public duties, is compromised by personal interest. An appearance of conflict can exist even in the absence of a legal conflict of interest.” The associated policy and procedure can be found on UWG Policy Index webpage along with the associated disclosure form that should be completed if an employee perceives that a conflict may exist. The direct supervisor has primary responsibility for collection of conflict of interest information and approval.
Complete Acknowledgement of Evaluation & Policy
Policy on Appeal

• Employee evaluations **can not** be appealed
  “[The] Staff Grievance Procedure may not be used to bring a grievance about: performance evaluations…”

• As a reminder, the final employee acknowledgment is the opportunity to express any final comments and opinions for the official record.
Questions?