

Performance Management Overview

Date Due: 3/31/2018

As University of Delaware employees, we are all essential to advancing the University's mission and upholding its [values](#).

To ensure that everyone is empowered to contribute their best, enhancing the University's performance management program enables managers to interact regularly with their employees. As a result, work expectations and goals are clearly articulated, providing an opportunity for coaching, skill development and recognition throughout the year.

Managers should lead by example, establishing periodic "check-in" times with their employees. These discussions should be conducted in a collaborative, respectful manner and should promote accountability and professionalism. It is imperative that each individual's voice and perspective is heard through this process, as it strengthens our community and supports every employee intellectual growth. See the University's [Statement of Respect and Responsibility](#).

Performance Appraisal Overview: The University of Delaware's performance management program intends to effectively manage talent, performance, and ensure each University employee understands how he/she contributes to the success of this institution. Employees will:

- Have a voice in setting their goals, responsibilities, and expected outcomes
- Be held accountable for their responsibilities, individual goals, and behavior
- Will own the process, with support from managers, Human Resources, and institution leaders

Current State: The current appraisal provides a written record of the employee's major job duties, goals and competencies, as well as the manager's assessment of performance. It is designed to:

- Link employees efforts to desired strategies, goals, behaviors, and institutional culture
- Inspire employees to give their best effort and align those efforts with their team's efforts
- Provide fair and accurate evaluation of performance (no matter how difficult) • Provide effective coaching for performance improvement and career development.

In addition, the appraisal provides information to support merit salary determinations and other personnel actions. Managers are expected to be accurate and candid in their evaluation and feedback to employees. The appraisal becomes part of the employee's permanent personnel file.

The annual appraisal covers the time-period from February 1 of the previous year through January 31 of the current year.

Visit the [Performance Appraisal System](#) to begin the process. The recommended browser for this web-based system is Mozilla Firefox.

Instructions for Employees

- Select *Create New Appraisal*
- Look up the Supervisor who will be completing your Performance Appraisal
- Fill in the following:
 - *Major Responsibilities* ○ *Self-Appraisal*
 - *Goal Setting Worksheet* - Setting goals should be a discussion between you and your manager. For help setting goals view *Setting Effective Goals* in ConnectingU.
- Once all the steps above are completed, select *Submit Form*.

Instructions for Managers

- Locate employee appraisal on the *Appraisals Requiring My Attention* tab.
- Review major responsibilities, prior year goals, and current year goals.
- If changes are required, return the appraisal to the employee for updates.
- If all is in order, continue to *Supervisor Narrative*.
- Complete *Supervisor Narrative* to make certain the employee knows explicitly what they are doing well, or not so well and why.
- Complete the Performance Ratings for each of the performance categories with an appropriate value of 1-5 or N/A.
- Review the current year goals and make changes as necessary. Setting goals should be a discussion between you and your employee. For help setting goals view *Setting Effective Goals* in ConnectingU.
- Complete the *Overall Appraisal Rating*.
- Meet with employee to discuss their performance.
- Share Appraisal with employee for review and sign-off or send to others for review if necessary.
- After employee signs off, manager signs off, affirms acceptance and routes to HR.

EMPLOYEE CALIBRATION

Employees and managers are encouraged to use the calibration feature that is available throughout the year for performance/goals review. This feature enables managers and employees to add or modify goals set during the annual appraisal process.

Periodic ‘check-ins’ are good times for managers to revisit the performance goals of their employees. Human Resources recommends that managers meet with their employees on a quarterly basis, or as needed. Updated or new goals may be added any time during the appraisal year.

Common types of goals may include the following:

- **Job description goals.** Goals based on the achievement of a pre-established set of job duties from the description. An employee is to perform the essential functions (job duties) of their job description on a regular basis. These goals are expected to be met consistently. Examples might be financial, customer service, and/or process or system-oriented goals.
- **Project goals.** Goals based on the achievement of a specific objective. These goals may be set for a single year and changed as projects are completed. Job description goals and project goals need to be identified.
- **Stretch goals.** Goals that are especially challenging to reach are known as stretch goals. Stretch goals are used to expand the knowledge, skills and abilities of high-potential employees. In addition, a stretch goal is identified when a project expands beyond the immediate cycle of the annual performance appraisal into the next performance appraisal cycle.

Employees and managers may access calibrations by logging in to the performance appraisal system, provided the employee has signed their annual appraisal, at <http://www.udel.edu/performanceappraisal>.

Once logged into the system, follow these steps:

1. Go to the *My Appraisals* tab and look for the current year’s appraisal.
2. Under the *Action* header, click the *Calibrate* button.
3. Update the goals agreed on with your manager.

The system will then route the changes to your manager for review and approval.

For questions about this feature, please contact hr-appraisals@udel.edu or call 831.2171.

PERFORMANCE IMPROVEMENT PLAN (PIP)

A Performance Improvement Plan (PIP) is the opportunity for the manager and the employee to discuss areas in which an employee is not meeting expectations of the job description. It is an opportunity for an employee to succeed, while still holding them accountable for past performance. Questions to be considered include, but are not limited to:

- Does the employee require more training (education and development) in a particular area?
- Does the employee not understand the expectations of the job and specifically the job description?
- Are there unforeseen roadblocks in the way?

It is critical that managers allow for an open dialog and welcome feedback from the employee. This will help determine if managers have provided the employee with all the necessary tools and resources to be successful.

PIPS may lead to several different outcomes, including improvement in overall performance, the recognition of a skill or development gap. A PIP is used many times for employees who may be new to a role as a tool to communicate performance expectations. In addition, PIPs may be used to address failures in meeting specific job performance-related issues or behavior-related concerns.

The Performance Improvement Plan (PIP) form is located:

http://www.udel.edu/content/dam/udelImages/humanresources/EmployeeRelations/appraisals/Perform_Improve_form_PIP.pdf

EVALUATION PERIOD: EXEMPT AND NON-EXEMPT EMPLOYEE

Employees who have not been working long enough to participate in the performance appraisal cycle (February 2016 – January 2017), may refer to the UD Policy, [Evaluation Period: Exempt and Non-Exempt Employee](#). An evaluation form is contained in the policy to assist the manager in conducting frequent and interactive conversations with the employee, as well as to identify goals.

For questions about this policy and/or the evaluation tool, please contact employeerelations@udel.edu or call 831.2171.

EMPLOYEE DEVELOPMENT RESOURCES

Courses – Instructor Led:

[Coaching and Managing Workplace Conflict](#)

[Coaching for Peak Performance](#)

[Delegating with Purpose](#)

[Leading High-Performance Teams](#)

[Setting Goals and Evaluating Performance](#)

Online Courses

[Delegating Appropriate Tasks](#)

[Managing Performance](#)

[Online Performance Appraisal Instructions](#)

[Preparing for Your Performance Appraisal](#)

[Setting Effective Goals](#)