

The Performance Evaluation Process



Manager Guide



Index

Updating Goals Before the Self-Evaluation...Page 4

The Manager Evaluation of the Employee...Page12

Performance Discussion Step...Page 22

Troubleshooting...Page 45

Reports...Page 55



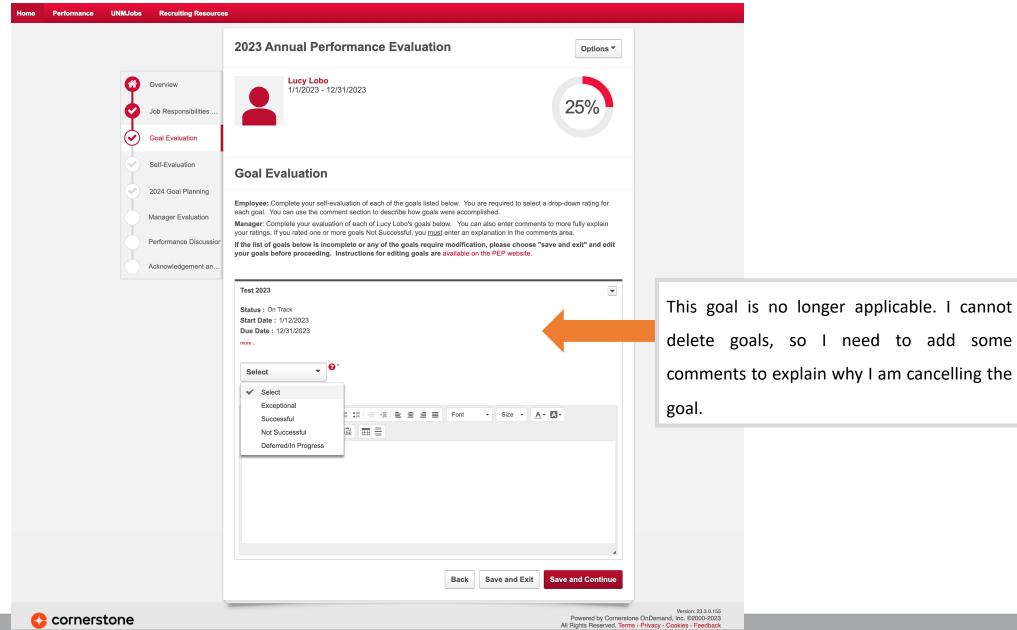
Things you can do to get ready

- Make sure your employee's goals are correct:
 - Sometimes our goals have changed throughout the year and we are unable to complete them.
 - You can add comments and edit goals throughout the year.
 - You should be discussing the progress of goals throughout the year during one-on-one's.
- You want to make sure you are evaluating the most accurate goals.
- It's best to edit a goal rather than cancel because the cancelled goals will still show up in the PEP.



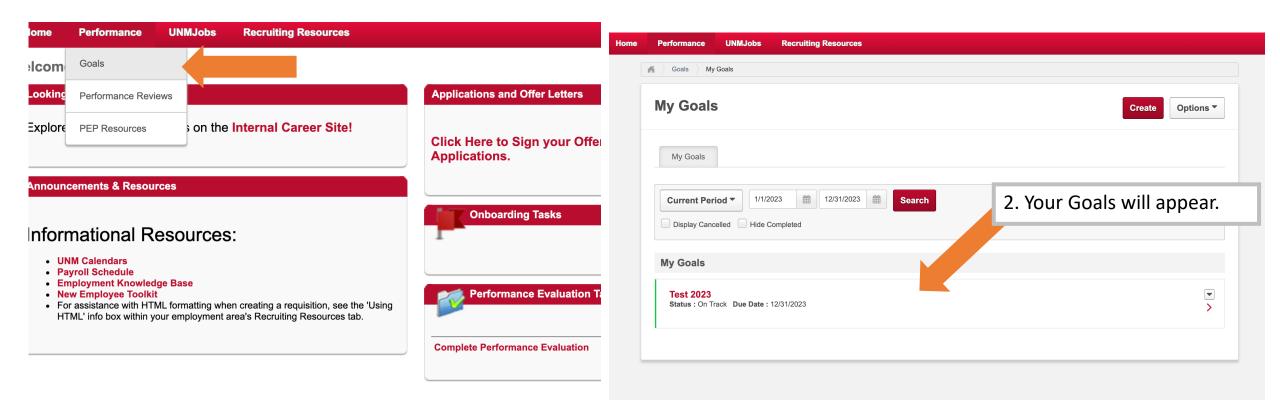
Updating Goals Before the Self-Evaluation



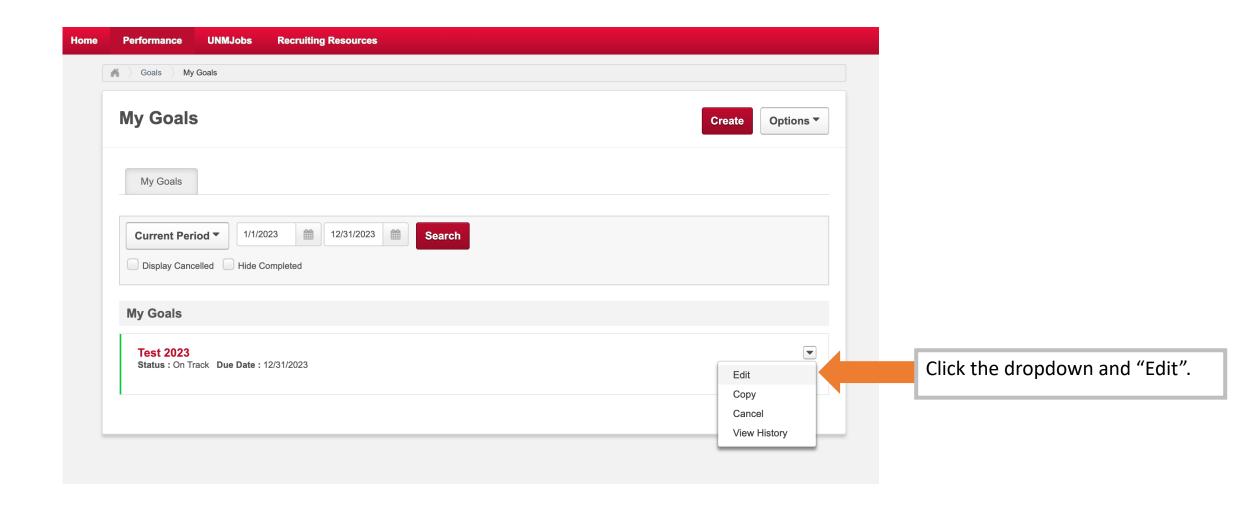




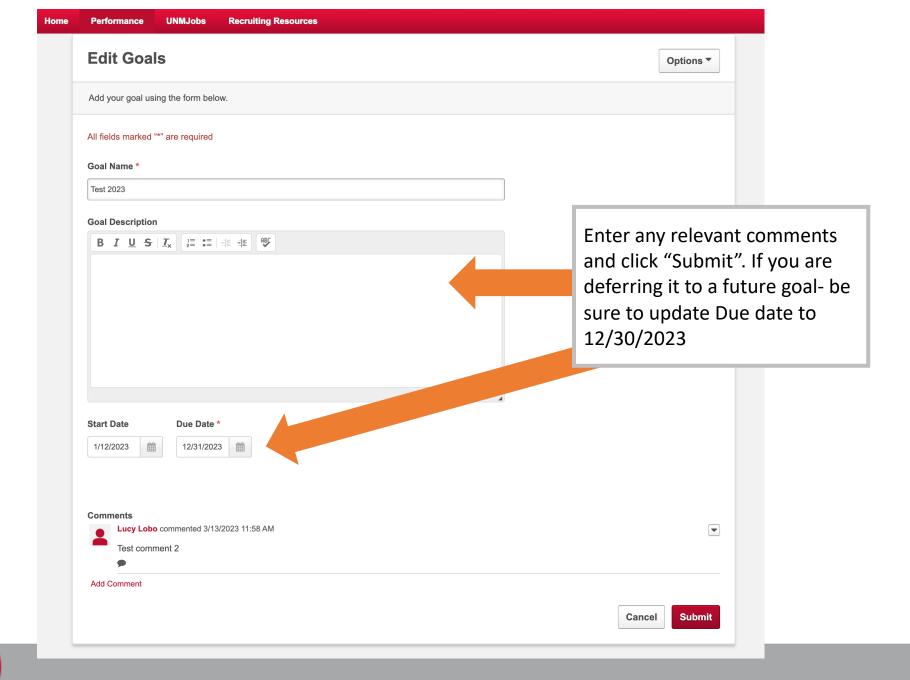
1. Click on Performance->Goals



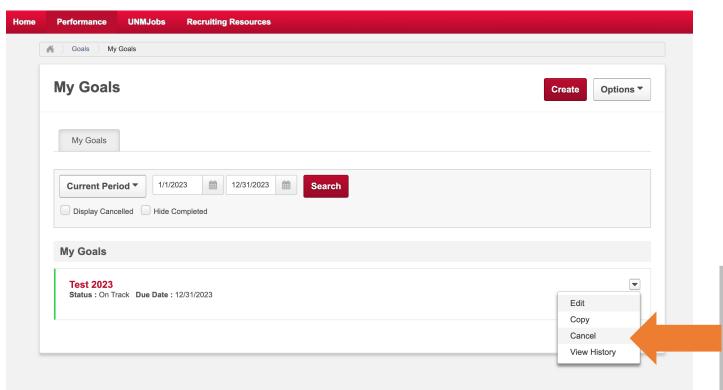










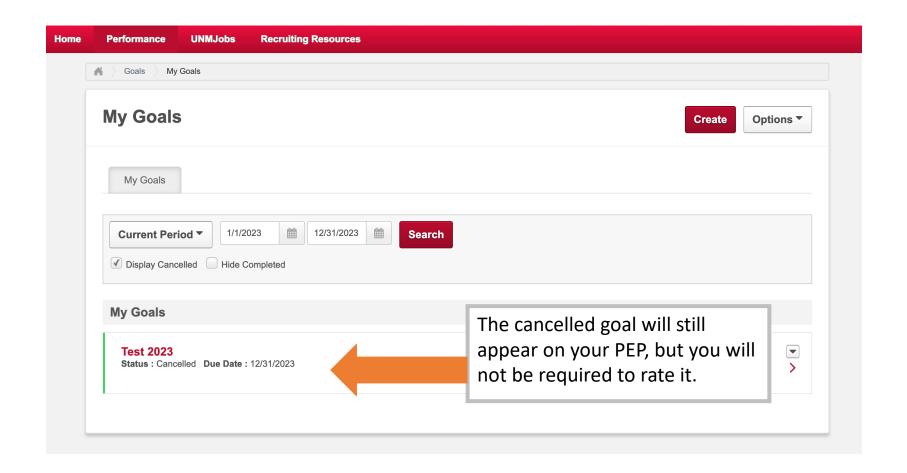


In some cases, it might make more sense to cancel a goal.

To do this- click the drondown and

To do this- click the dropdown and choose "Cancel".







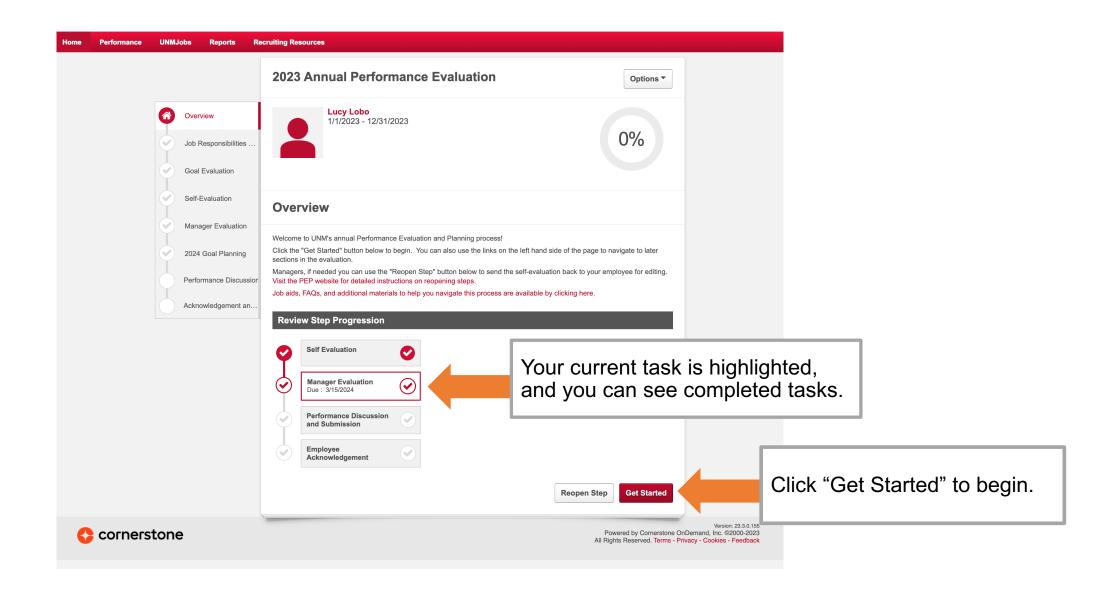
The Manager Evaluation of the Employee



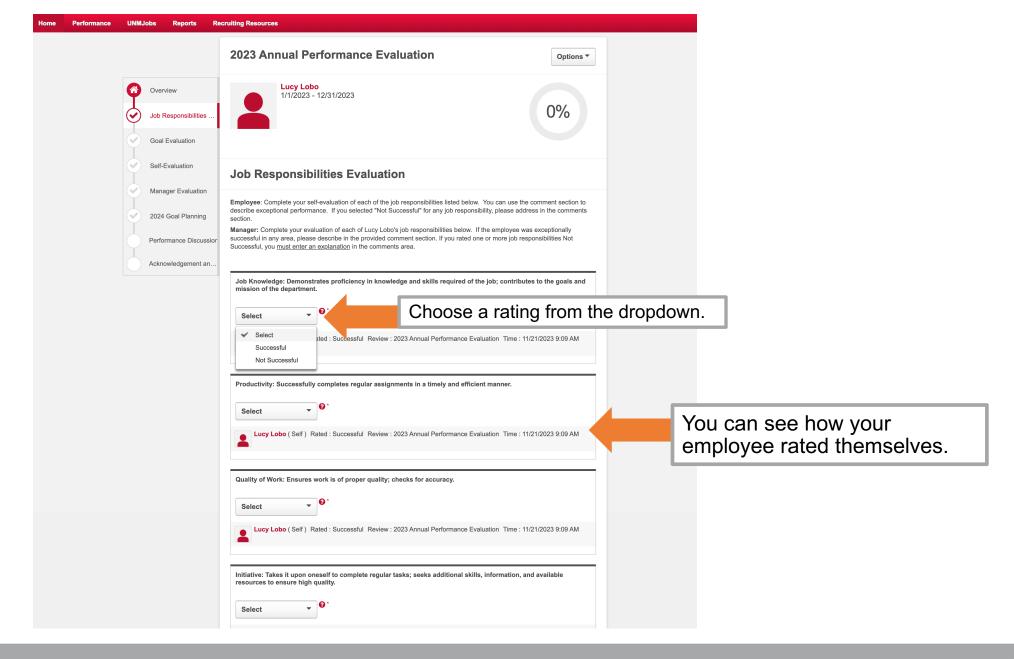




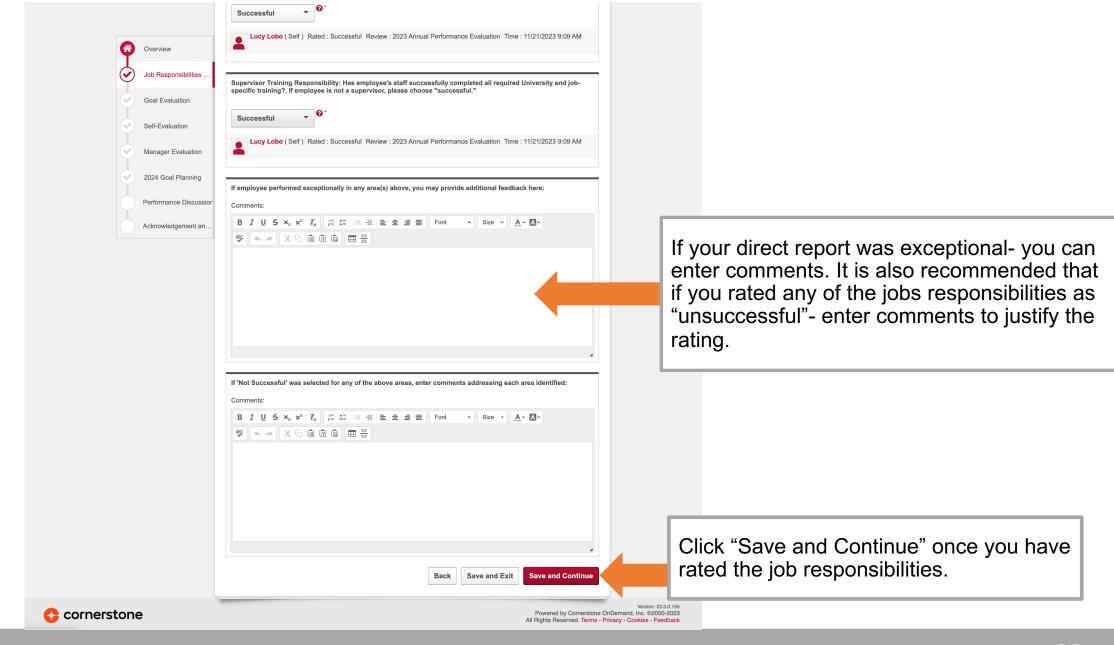
- You should be having regular one-onone's with your employee throughout the year to discuss their performance.
- An "Unsuccessful" rating should not be a surprise to the employee- this should have been discussed in the one-onone.
- Make sure to add comments if you gave an employee an "Unsuccessful" rating.
- You can also add comments if your employee was exceptional.



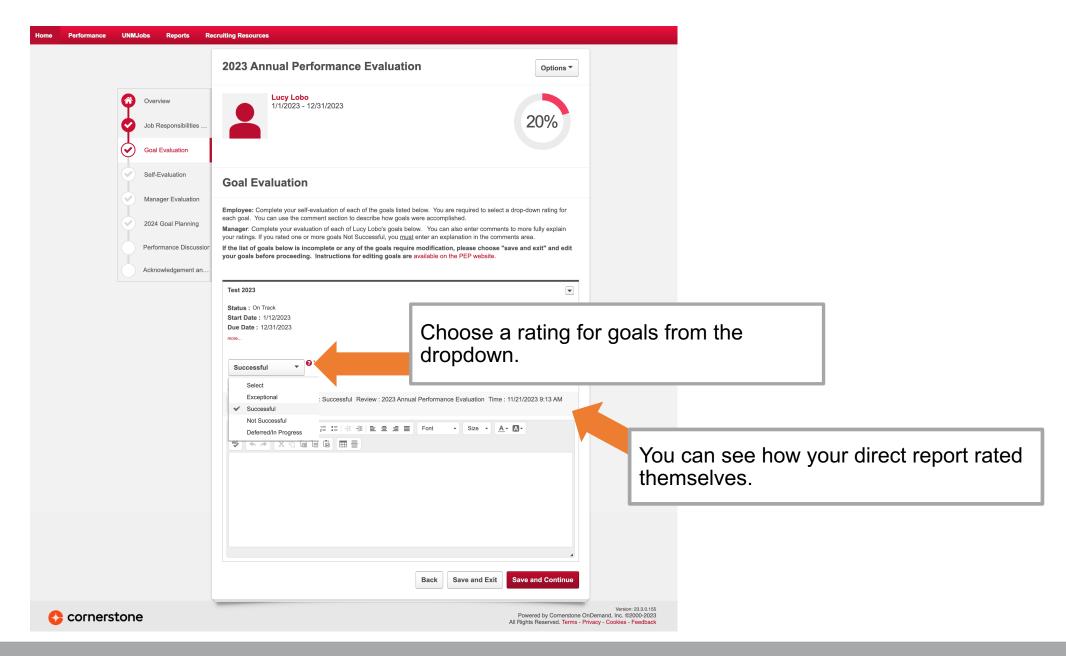




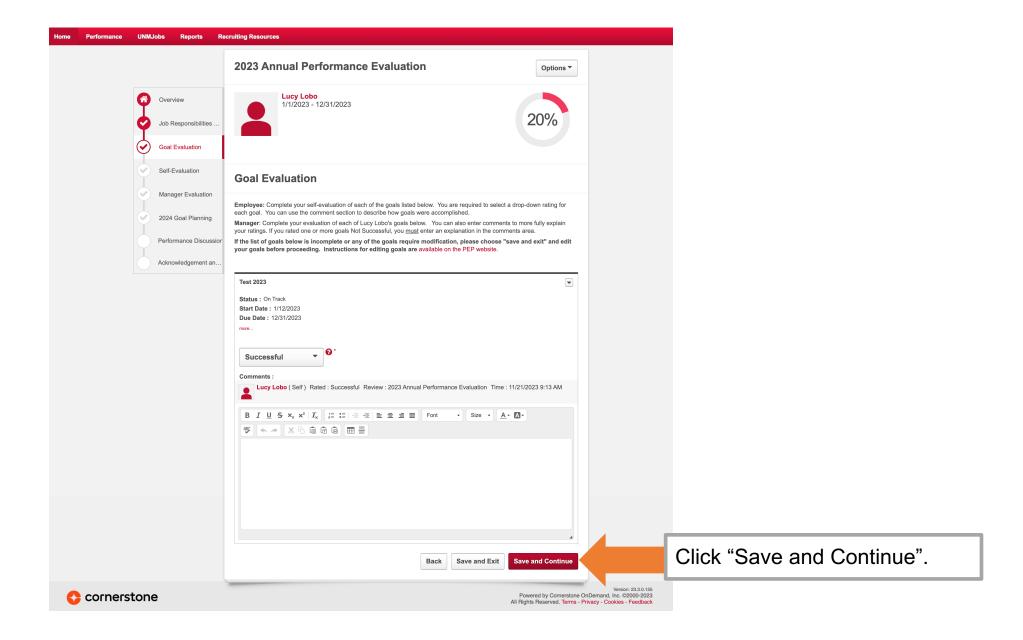




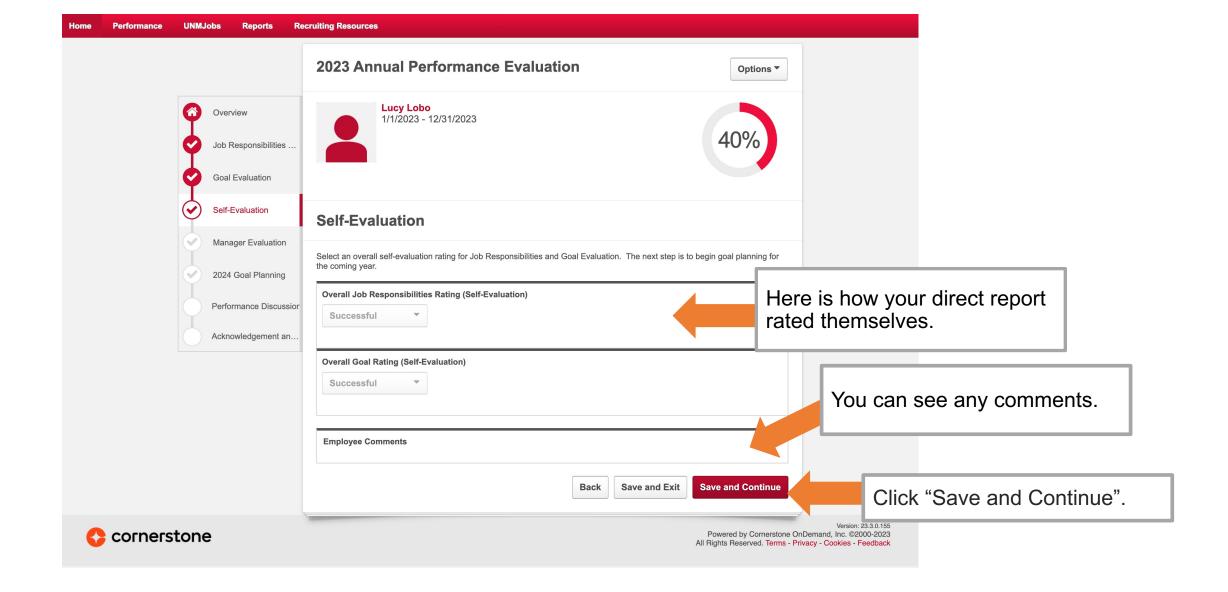




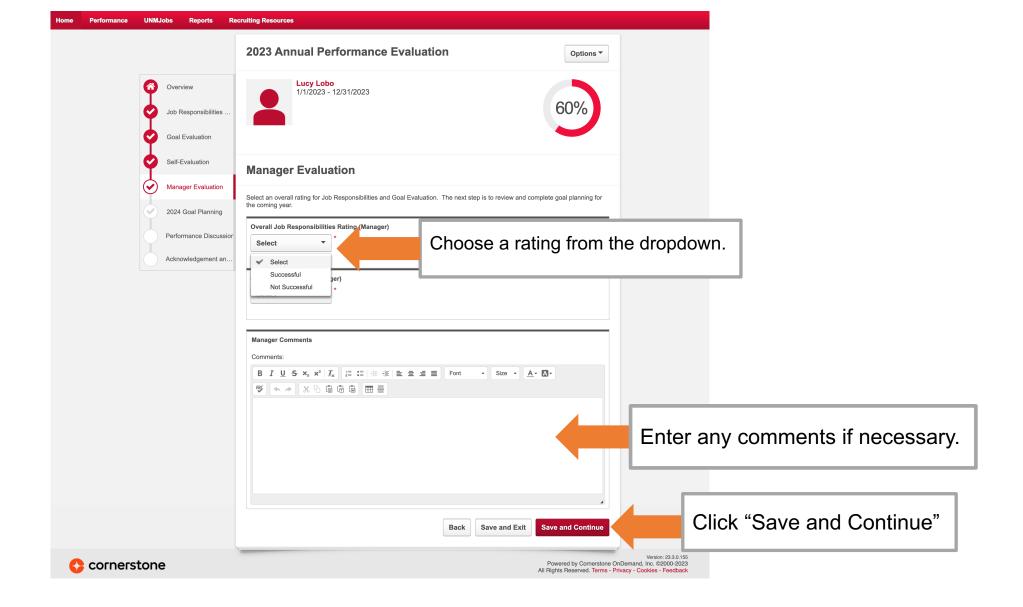




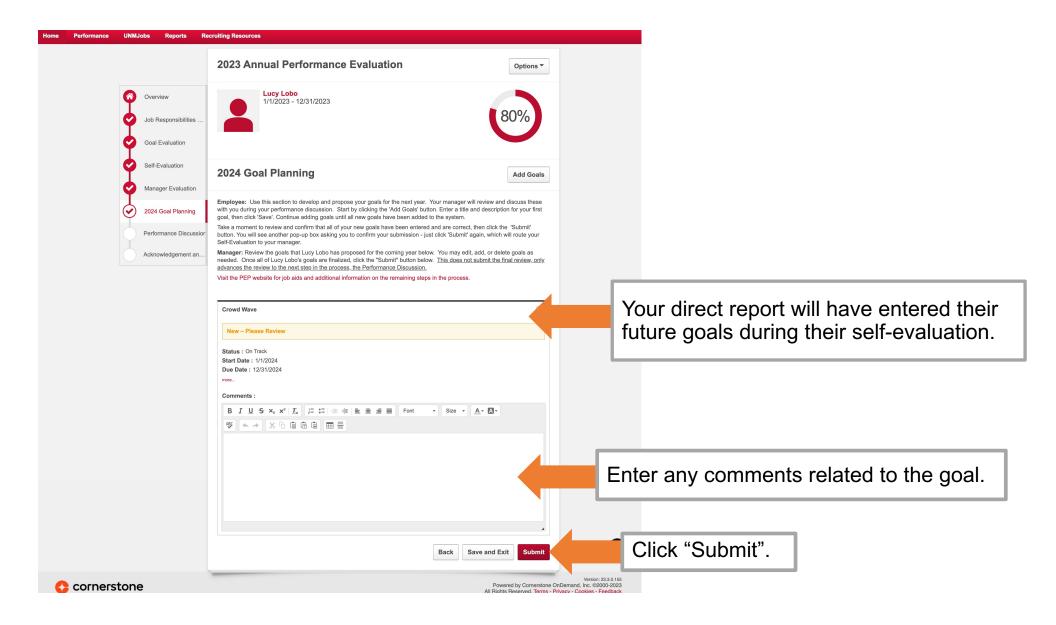




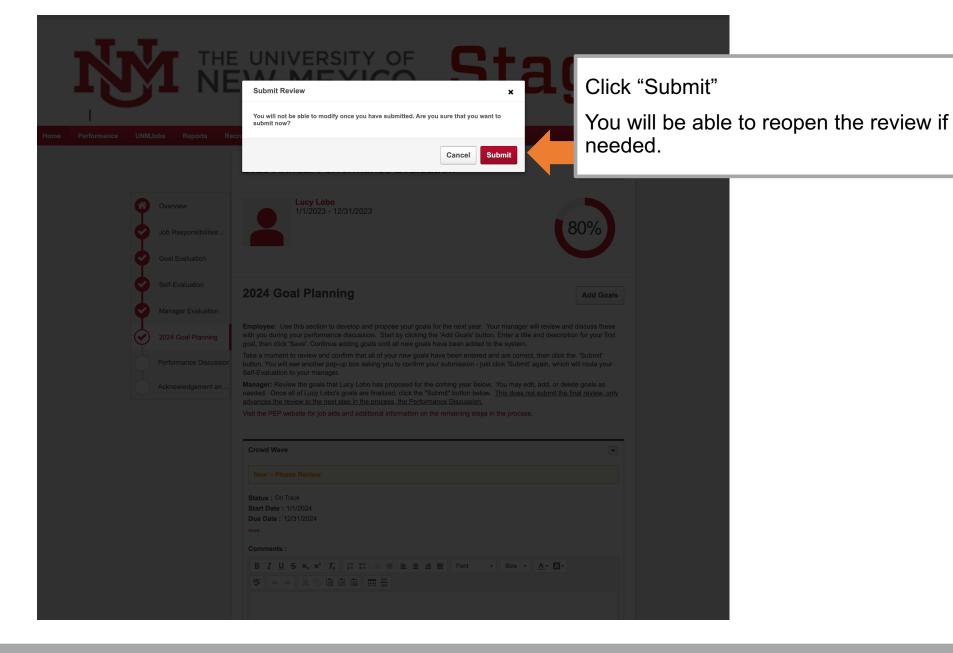














Performance Discussion Step



Guidelines for the Performance Discussion

- Now that the performance evaluation has been submitted, the next step, the Performance Discussion is scheduled
- The Performance Discussion is a meaningful conversation between the manager and employee that will encourage growth and learning
- It makes mutual expectations clear and sets goals for both parties
- It maintains open lines of communication



The Performance Discussion

- Shift your mindset from evaluator to coach.
- You should be having "regular" one on ones with your direct reports.
- Listen with curiosity instead of certainty.
- Ask a lot of questions
 - Clarifying to deepen understanding "tell me more about
 - Open ended to explore options- "What have you done so far about____?"
 - Insightful to generate creative thinking-"Think about a time when____was working, how can we get back to that?"



Effective Questions to Ask During the Discussion

Asking the right questions is crucial- these questions can help keep you focused on the topics that are important for your employee's success.

- What accomplishments are you most proud of this year?
- What goals have you thought about?
- What development goals would you like to set?
- What obstacles are standing in your way if any?
- What impact has your performance had on the team? Organization?
- How can I improve as a manager? What support can I offer you?



Guide to SMART Goals

- Specific
- Measurable
- Achievable
- Results-Focused
- Time Bound





Specific- your goal should be clear and specific.



It's important to have measurable goals, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines.



Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it..



> Your goals need to measure actual outputs or results, not activities. These results could include: products, deliverables and accomplishments



Every goal needs a target date, so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals.



Mindset of Feedback

Common Mindset

• I give feedback so I can fix people's problems.

Effective Mindset

• I give and seek feedback to elevate other and the team.





Two Types of Feedback



Reinforcing

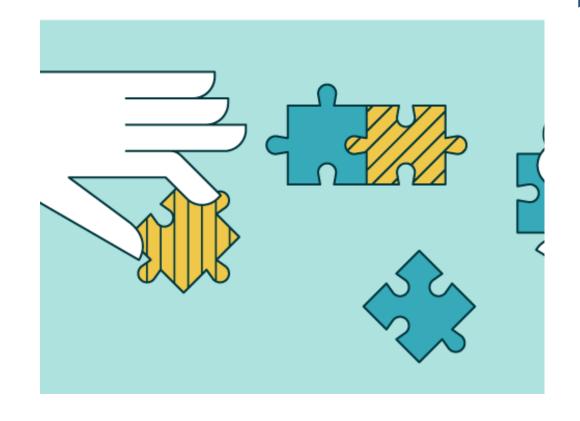
- Highlights behaviors
- Builds confidence
- Inspires team members
- Creates a culture of respect

Redirecting

- Raises awareness
- Highlights impact
- Clarifies expected behaviors
- Communicates belief

What is Effective Feedback?

- Spirit of improvement
- Moves an individual or team forward
- Nonjudgmental
- Continuous and in the moment
- Honest and conversational
- Inquisitive
- Specific
- · Descriptive not critical
- Mainly focused on building strengths



Feedback guidelines

- Clarify the intent
 - Make sure your intent is to help the other person learn and grow. If your intent is not genuine, reconsider giving feedback.
- Share specific observations
 - Lay out the fact of what you've seen and the behaviors you have observed. Use "I"
 messages to do this.

```
"I've observed that____"
"It appears to me _____"
```



Feedback guidelines

- Describe the impact
 - State the impact on results. What outcomes has this behavior produced?
- Ask for/offer suggestions as needed
 - Explore ways to either repeat positive behaviors (reinforcing) or adopt new behaviors (redirecting).

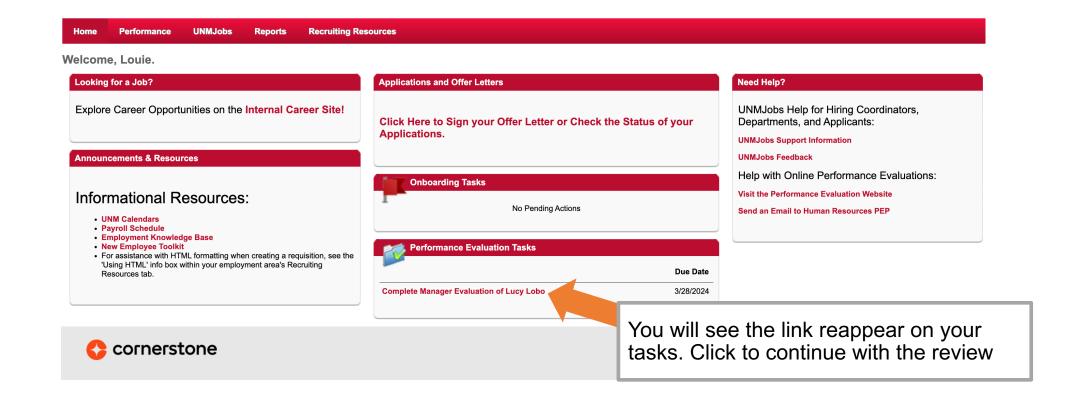


Feedback Cautions

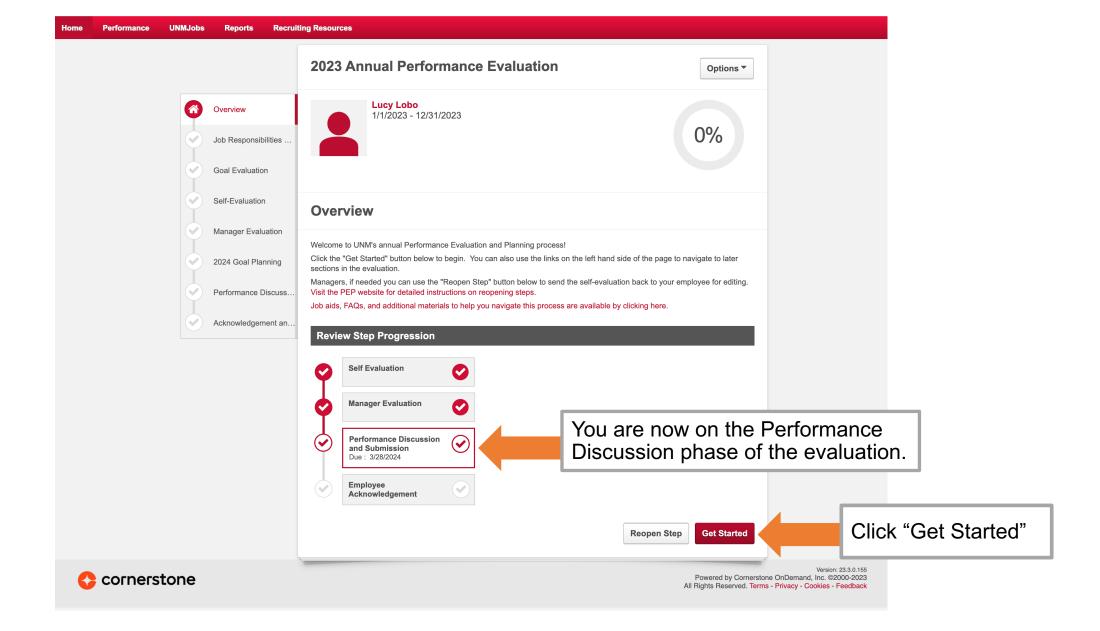
- Don't use generic language
 - Vague or extreme statements may sound insincere.
- Don't make assumptions
 - Feedback that's based on wrong assumptions is not valid. Ensure you have the facts about a situation to give accurate feedback.









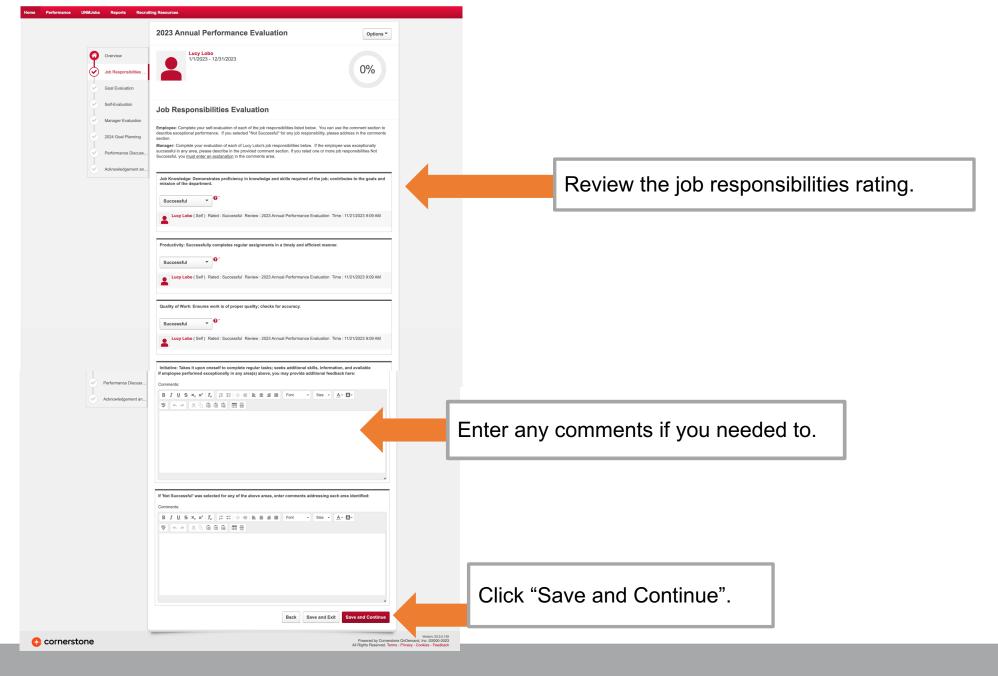




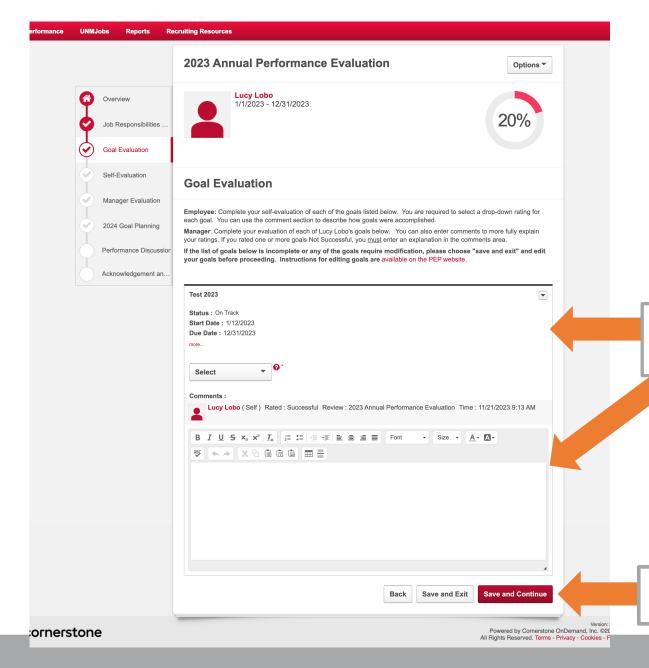
Print the Review before the Performance Discussion

This is a great time to print the 2023 Annual Performance Evaluation Options ▼ review for your employee. You Add Co-Planners can review the evaluation with **Lucy Lobo** Attachments 1/1/2023 - 12/31/2023 the employee during the **Print Review** Print Reviewee Version Performance Discussion to go over any comments, make any changes, add goals, or address any concerns.





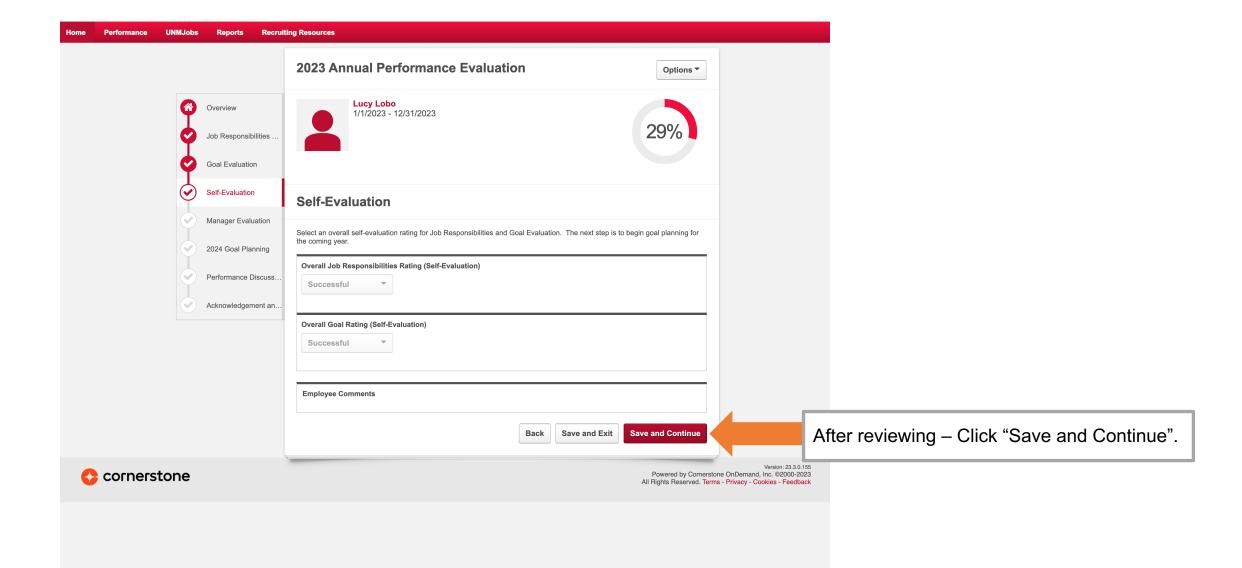




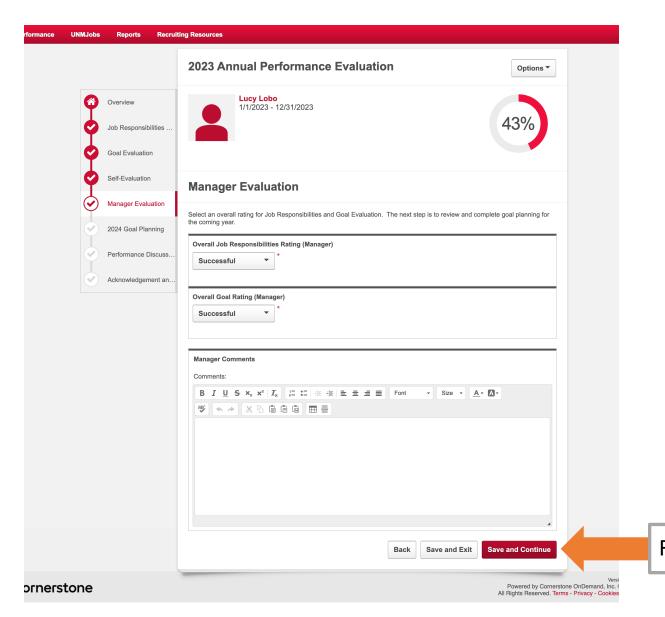
Review the Goal Evaluation and add any comments if necessary.

Click "Save and Continue".



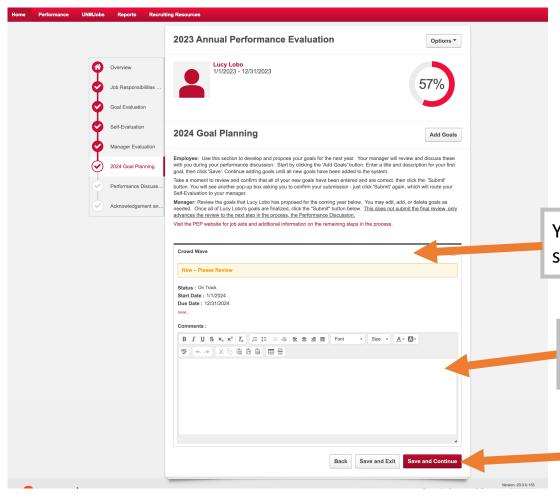






Review and click "Save and Continue".



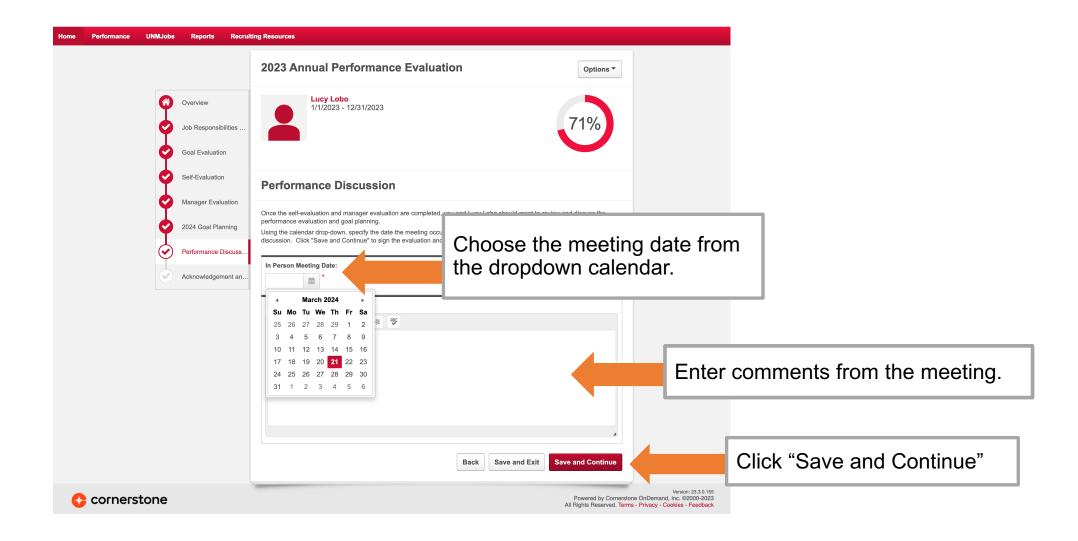


Your direct report will have entered their 2022 goals during their self-evaluation.

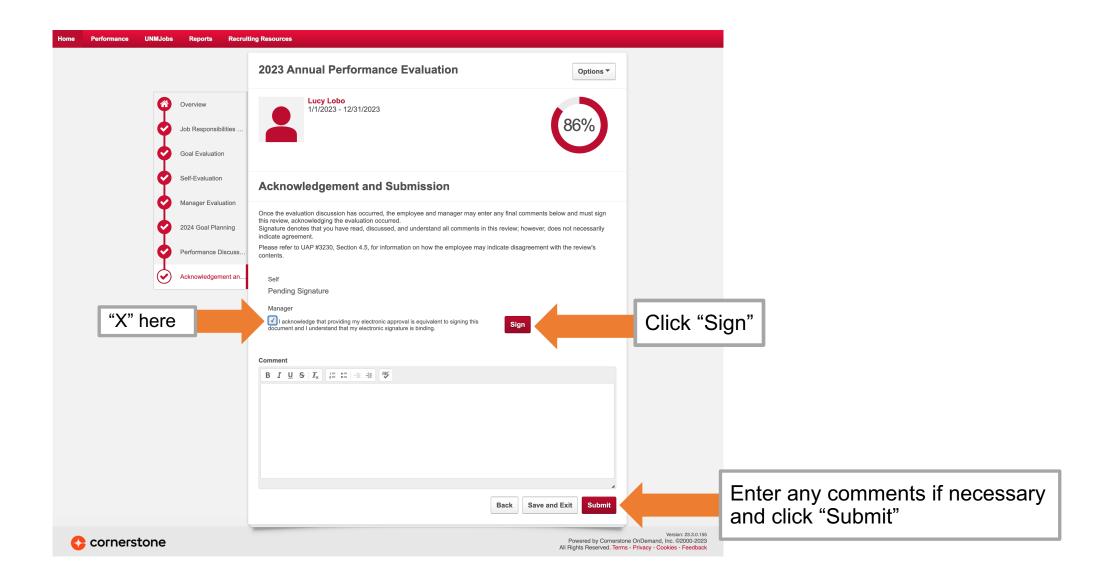
Enter any comments related to the goal.

Click "Save and Continue".

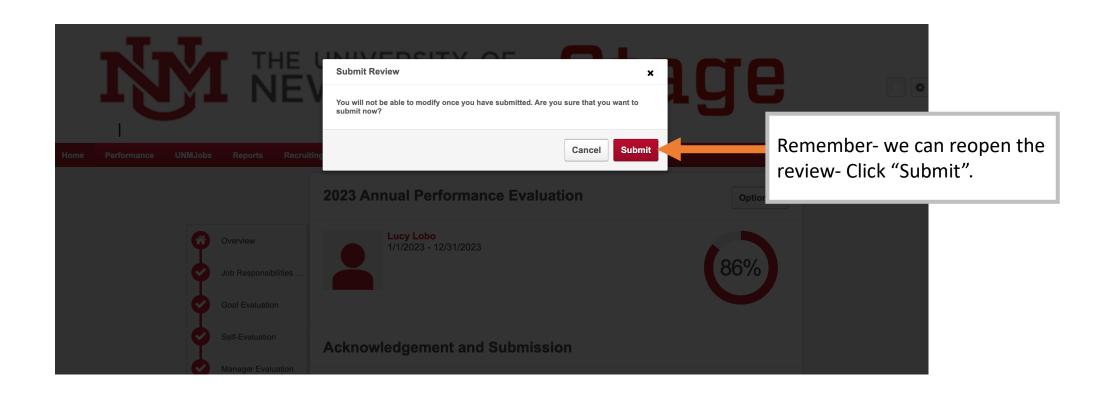














Trouble Shooting



Common Issues- You don't get your employee's evaluation

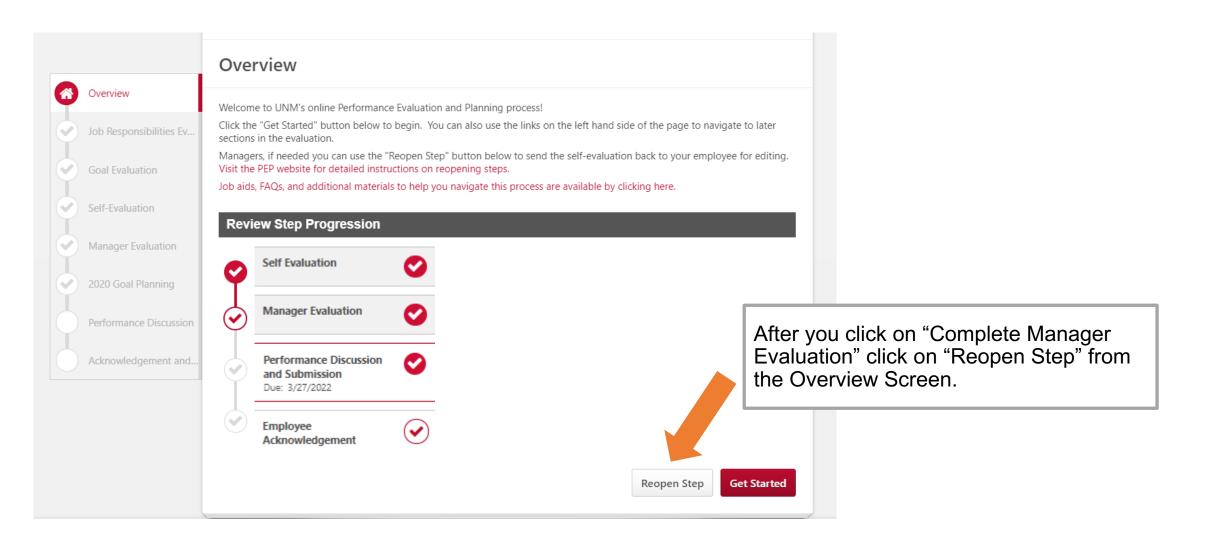
- Make sure you check that you have your correct direct reports. If you do not see someone
 you supervise under you- contact your HR Consultant or PEP
- If the Supervisor is not correct- you will not receive the employee evaluation



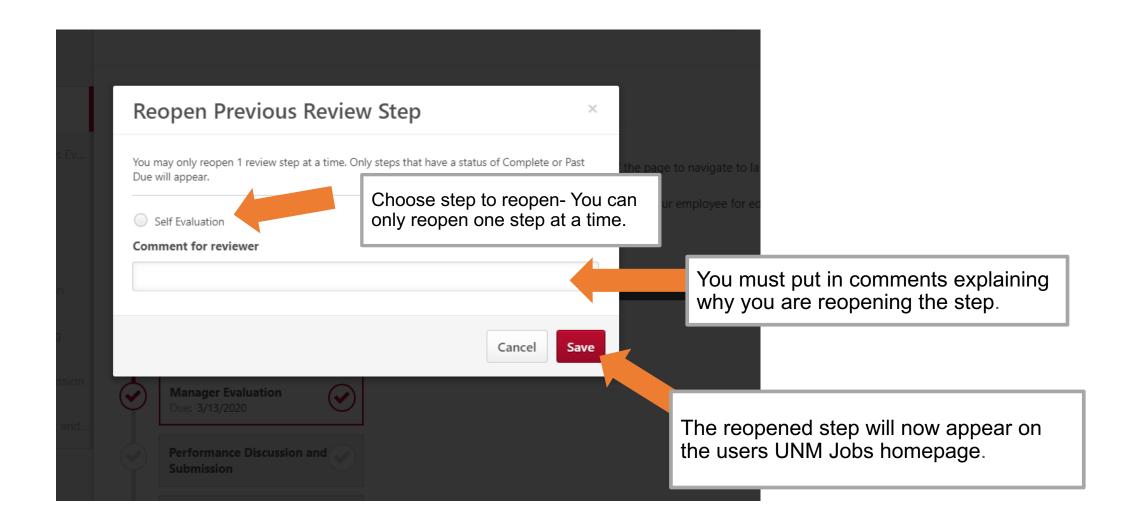
Reopen a step

- You may need to reopen a step for several reasons:
 - Employee needs to enter more goals.
 - Employee wants to add comments to their evaluation.
 - Employee wants to add information after the planning and discussion meeting.











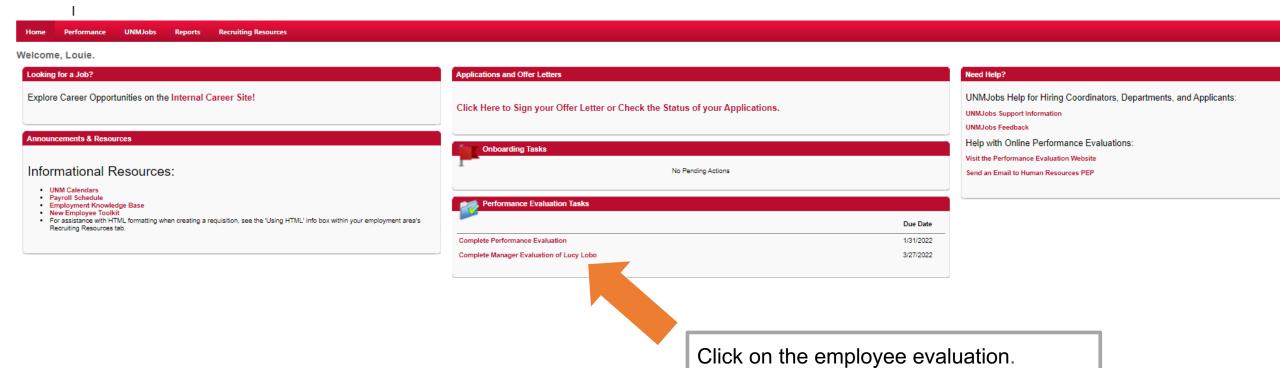
Adding a Co-planner

What is it?

- A way for managers to share the ability to rate or comment on their employee's performance evaluation with another person.
 - An employee may be very new in a department and it would be more appropriate for their previous manager to complete part of the review.
 - A manager could be away from the office on sabbatical.
 - An employee may report to a retired staff member or someone who is not on campus most of the time.
- Only one person can review a section on the review and employees and other planners can see who made which comments. So it is a good idea to maintain open communication with other co-planners to decide who will do which step.

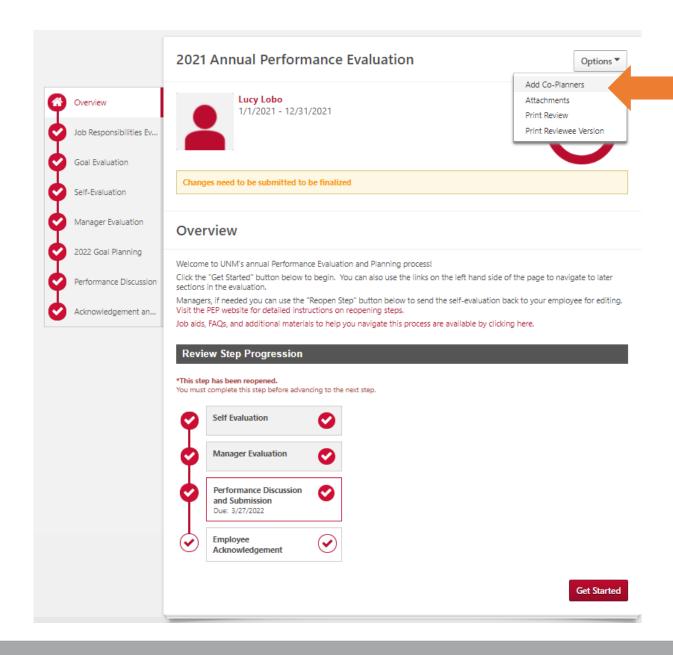


Adding a Co-Planner



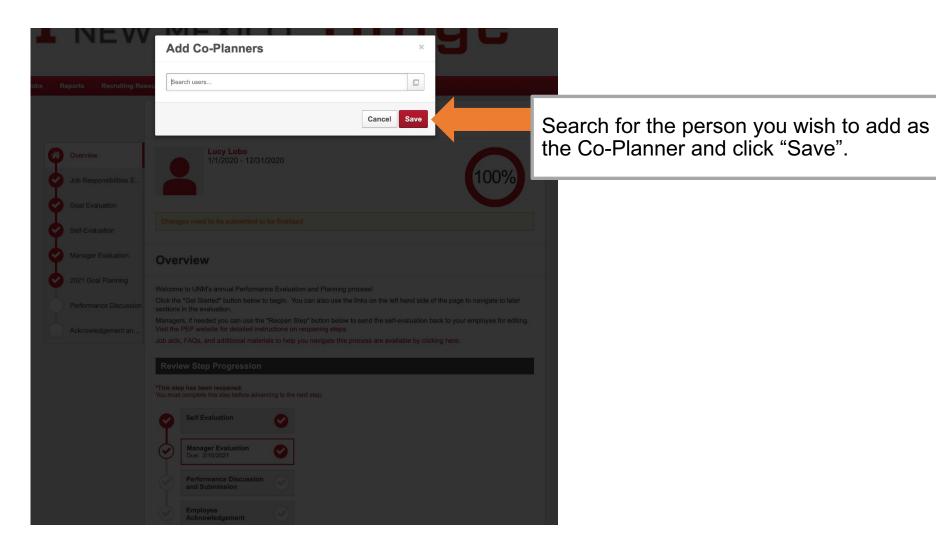






Click on the "Options" button and choose "Add Co-Planners".







My employee refuses to sign the review

- Signing is not agreement.
- Signing signifies that you were given the opportunity.
- If an employee still will not sign and acknowledge- contact their HR consultant.



Standard Reports





Bulk Performance Reviews

You can print/download up to 500 performance evaluation.

Reports

Click on a report category to view those reports and search for any reports by title or description.



Bulk Performance Reviews

Generates performance review printouts in bulk given a specific performance review task or date range and user criteria.

Goal Detail:

Displays the details of each goal during a specific period for a single user where the user is the goal owner.

Goal Status

Display a summary of goal statuses for a specific set of users.

Performance Review

View a performance review for a single user.

Performance Review Details Report

Define a date range and print one or more performance reviews for a single user.

Performance Review Step Status Report

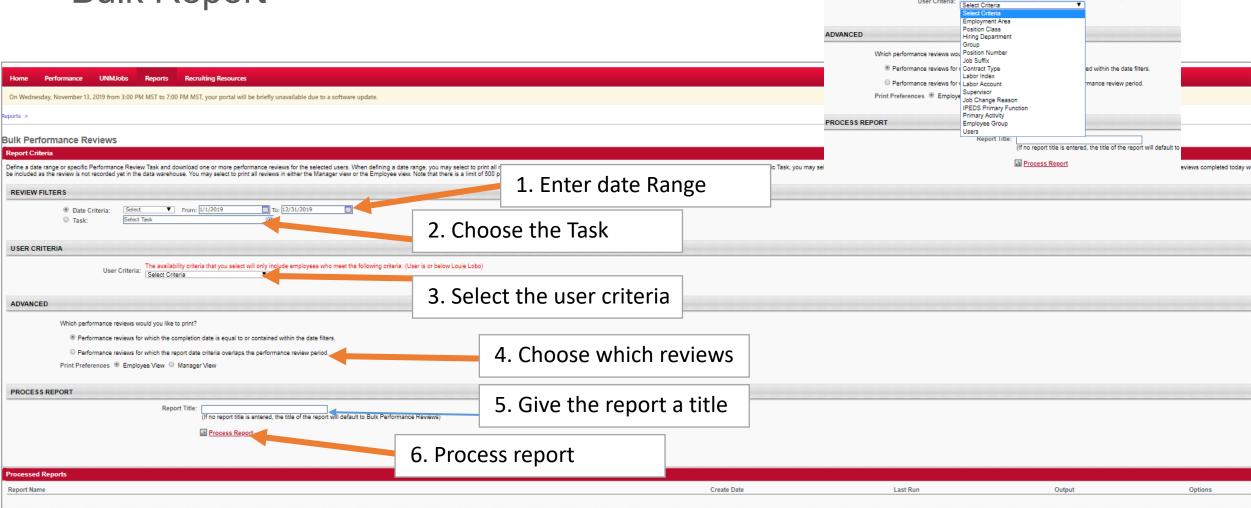
View the status of all steps in a Performance Review task.

Task User Status

Displays the status of 1 or more tasks for any organizational unit



Bulk Report

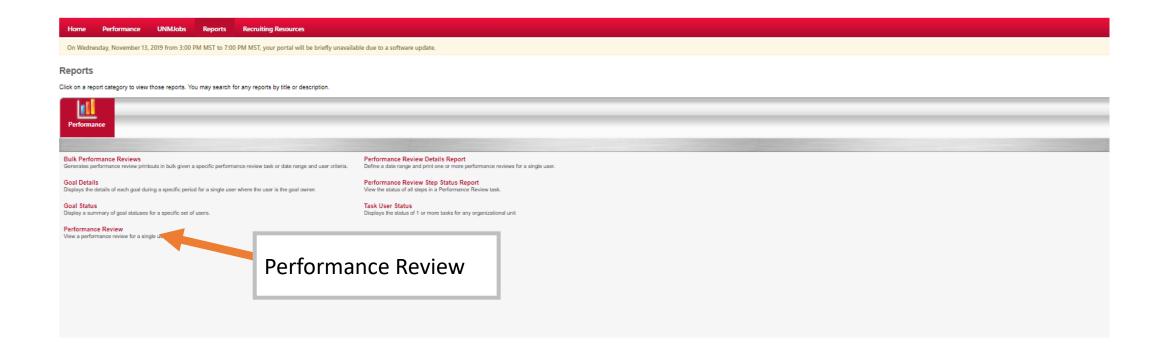


USER CRITERIA

The availability criteria that you select will only include employees who meet the foll

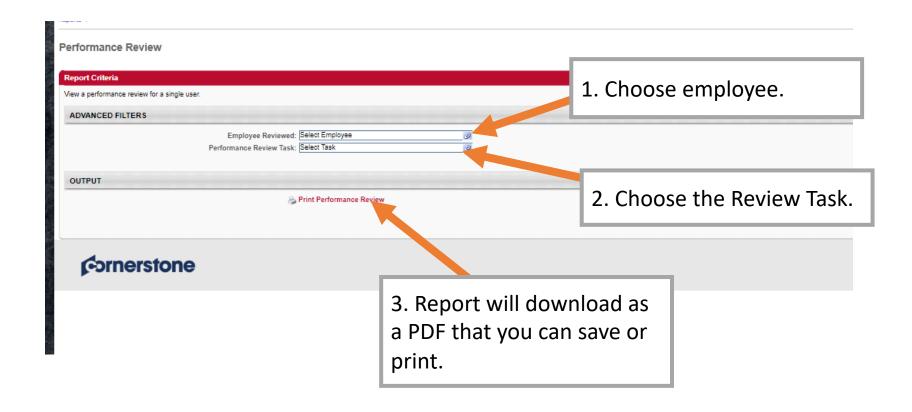


Performance Review for single User





Performance Review report

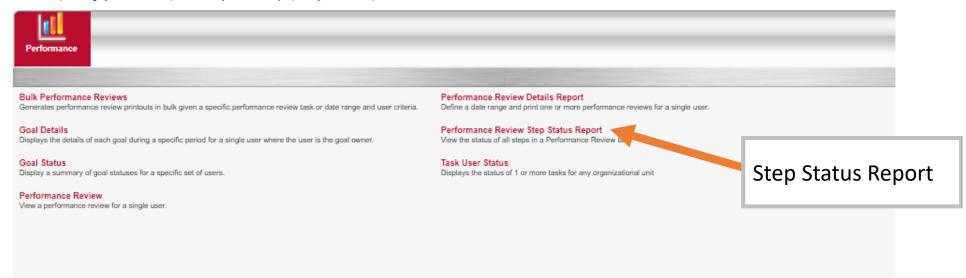




Performance Review Step Status Report

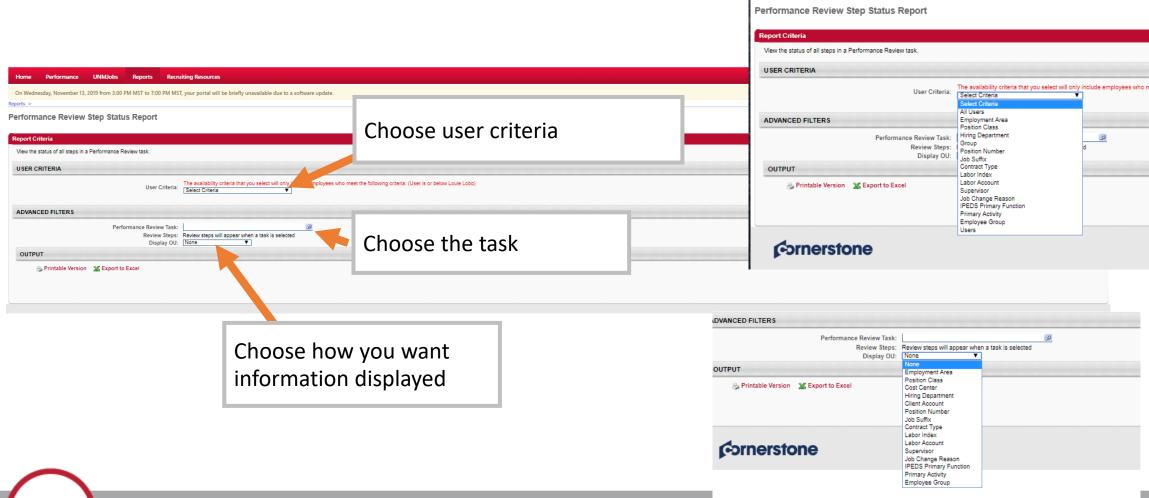
Reports

Click on a report category to view those reports. You may search for any reports by title or description.



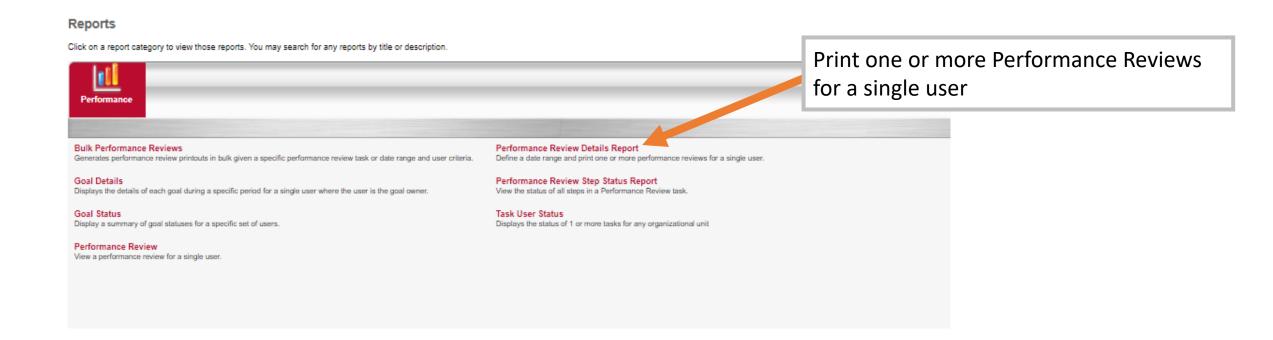


Performance review step report



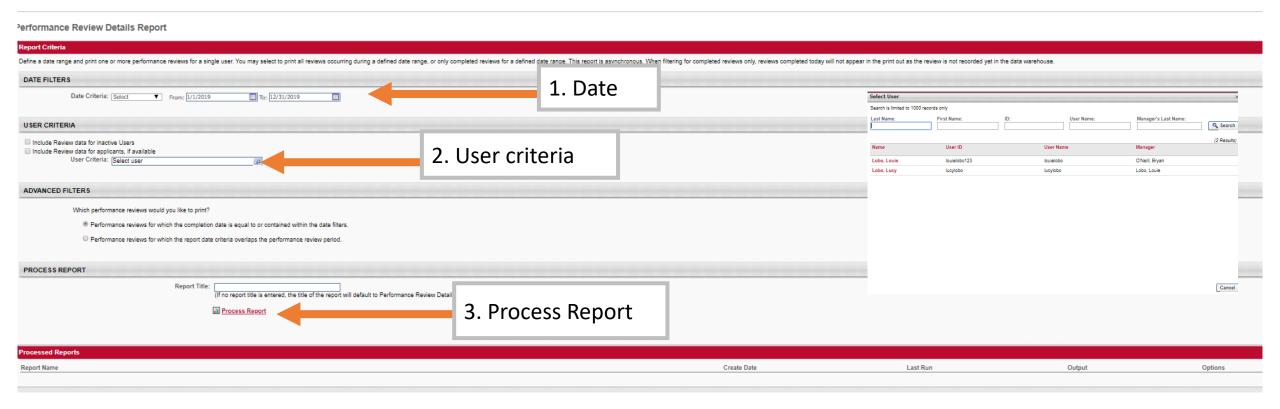


Performance Review Details Report





Performance Review Details Report





Email: pep@unm.edu

Web: unmjobs.unm.edu

