The Performance Evaluation Process

Manager Guide
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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
This goal is no longer applicable. I cannot delete goals, so I need to add some comments to explain why I am cancelling the goal.
1. Click on Performance->Goals

2. Your Goals will appear.
Click the dropdown and “Edit”.
Enter any relevant comments and click “Submit”. If you are deferring it to a future goal, be sure to update Due date to 12/30/2023.
In some cases, it might make more sense to cancel a goal. To do this- click the dropdown and choose “Cancel”.
The cancelled goal will still appear on your PEP, but you will not be required to rate it.
The Manager Evaluation of the Employee
The Manager’s Role in the Evaluation

• You should be having regular one-on-one’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-on-one.

• Make sure to add comments if you gave an employee an “Unsuccessful” rating.

• You can also add comments if your employee was exceptional.
Your current task is highlighted, and you can see completed tasks.

Click “Get Started” to begin.
Choose a rating from the dropdown.

You can see how your employee rated themselves.
If your direct report was exceptional- you can enter comments. It is also recommended that if you rated any of the jobs responsibilities as “unsuccessful”- enter comments to justify the rating.

Click “Save and Continue” once you have rated the job responsibilities.
Choose a rating for goals from the dropdown.

You can see how your direct report rated themselves.
Click “Save and Continue”.
Here is how your direct report rated themselves.

You can see any comments.

Click “Save and Continue”.
Choose a rating from the dropdown.
Enter any comments if necessary.
Click “Save and Continue”
Your direct report will have entered their future goals during their self-evaluation.

Enter any comments related to the goal.

Click “Submit”.
Click “Submit”
You will be able to reopen the review if needed.
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
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.

Specific - your goal should be clear and specific.

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.
You will see the link reappear on your tasks. Click to continue with the review.
You are now on the Performance Discussion phase of the evaluation.

Click “Get Started”
Print the Review before the Performance Discussion

This is a great time to print the review for your employee. You can review the evaluation with the employee during the Performance Discussion to go over any comments, make any changes, add goals, or address any concerns.
Review the job responsibilities rating.

Enter any comments if you needed to.

Click “Save and Continue”.
Review the Goal Evaluation and add any comments if necessary.

Click “Save and Continue”.
After reviewing – 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”.
Choose the meeting date from the dropdown calendar.

Enter comments from the meeting.

Click “Save and Continue”
Enter any comments if necessary and click “Submit”
Remember - we can reopen the review - Click “Submit”.
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.
After you click on “Complete Manager Evaluation” click on “Reopen Step” from the Overview Screen.
Choose step to reopen - You can only reopen one step at a time.

You must put in comments explaining why you are reopening the step.

The reopened step will now appear on the users UNM Jobs homepage.
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.
Click on the employee evaluation.
Click on the “Options” button and choose “Add Co-Planners”.
Search for the person you wish to add as the Co-Planner and click “Save”.
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.
Bulk Report

1. Enter date Range
2. Choose the Task
3. Select the user criteria
4. Choose which reviews
5. Give the report a title
6. Process report
Performance Review for single User
Performance Review report

1. Choose employee.
2. Choose the Review Task.
3. Report will download as a PDF that you can save or print.
Performance Review Step Status Report

Step Status Report
Performance review step report

Choose user criteria

Choose the task

Choose how you want information displayed
Performance Review Details Report

<table>
<thead>
<tr>
<th>Repot Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bulk Performance Reviews</td>
<td>Generates performance review prints in bulk for specific performance review tasks or date range and user's information.</td>
</tr>
<tr>
<td>Goal Details</td>
<td>Displays the details of each goal during a specific period for a single user where the user is the goal owner.</td>
</tr>
<tr>
<td>Goal Status</td>
<td>Displays a summary of goal statuses for a specific set of users.</td>
</tr>
<tr>
<td>Performance Review</td>
<td>Provides a performance review for a specific user.</td>
</tr>
<tr>
<td>Performance Review Details Report</td>
<td>Defines a data range and prints one or more performance reviews for a single user.</td>
</tr>
<tr>
<td>Performance Review Step Status Report</td>
<td>View the status of all steps in a Performance Review task.</td>
</tr>
<tr>
<td>Task User Status</td>
<td>Displays the status of 1 or more tasks for any organizational unit.</td>
</tr>
</tbody>
</table>

*Print one or more Performance Reviews for a single user*
Performance Review Details Report

<table>
<thead>
<tr>
<th>Date Criteria</th>
<th>User Criteria</th>
<th>Process Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/1/2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Date
2. User criteria
3. Process Report
Email: pep@unm.edu
Web: unmjobs.unm.edu