The Performance Evaluation Process

Manager Guide

Index

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This goal is no longer applicable.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. Select Previous Period

🏠 > Goals > My Goals

My Goals

Create   **Options ▾**

My Goals

Previous Period ▾   1/1/2024 📅   12/31/2024 📅   **Search**

☐ Display Cancelled   ☐ Hide Completed

My Goals

Increase Crowd Wave Participation
Status : On Track   Due Date : 12/31/2024

▾

Edit
Cancel
Advance
View History

Increase Popcorn Sales
Status : On Track   Due Date : 12/31/2024

Click the dropdown and "Edit".

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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

My Goals

Create   Options ▾

My Goals

Previous Period ▾   1/1/2024 📅   12/31/2024 📅   **Search**

☐ Display Cancelled   ☐ Hide Completed

My Goals

Increase Crowd Wave Participation
Status : On Track   Due Date : 12/31/2024

Edit
Cancel
Advance
View History

Increase Popcorn Sales
Status : On Track   Due Date : 12/31/2024

In some cases, it might make more sense to cancel a goal.
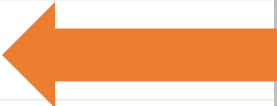To do this- click the dropdown and choose "Cancel".

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-ones 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.

Lucy Lobo (Self) Rated : Successful Review : 2024 Annual Performance Evaluation Time : 11/7/2024 2:01 PM

Supervisor Responsibility: Did employee share their Engagement Survey results with their team? If employee is not a supervisor, please choose "successful."

Select ▼ ❓

Lucy Lobo (Self) Rated : Successful Review : 2024 Annual Performance Evaluation Time : 11/7/2024 2:01 PM

If employee performed exceptionally in any area(s) above, you may provide additional feedback here:

Comments:

If 'Not Successful' was selected for any of the above areas, enter comments addressing each area identified:

Comments:

Back   Save and Exit   **Save and Continue**

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.

Home   Performance   UNMJobs   Reports   Recruiting Resources

2024 Annual Performance Evaluation   [Options ▾]

Lucy Lobo
1/1/2024 - 12/31/2024

20%

- Overview
- Job Responsibilities …
- Goal Evaluation
- Self-Evaluation
- Manager Evaluation
- 2025 Goal Planning
- Performance Discussion
- Acknowledgement an…

Goal Evaluation

Employee: Complete your self-evaluation of each of the goals listed below. You are required to select a drop-down rating for each goal. You can use the comment section to describe how goals were accomplished.

Manager: Complete your evaluation of each of Lucy Lobo's goals below. You can also enter comments to more fully explain your ratings. If you rated one or more goals Not Successful, you <u>must</u> enter an explanation in the comments area.

If the list of goals below is incomplete or any of the goals require modification, please choose "save and exit" and edit your goals before proceeding. Instructions for editing goals are available on the PEP website.

Increase Crowd Wave Participation   ▾

Increase Crowd Wave Participation at the Pit.

Status : On Track
Start Date : 11/7/2024
Due Date : 12/31/2024

more...

Select   ▾   ❓

- ✓ Select
- Exceptional
- Successful
- Not Successful
- Deferred/In Progress

Successful Review : 2024 Annual Performance Evaluation Time : 11/7/2024 2:10 PM

Font   ▾   Size   ▾   A▾ A▾

Back   Save and Exit   **Save and Continue**

Choose a rating for goals from the dropdown.

You can see how your direct report rated themselves.

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Click "Save and Continue".

2024 Annual Performance Evaluation

Options ▼

Lucy Lobo
1/1/2024 - 12/31/2024

80%

- Overview
- Job Responsibilities ...
- Goal Evaluation
- Self-Evaluation
- Manager Evaluation
- 2025 Goal Planning
- Performance Discussion
- Acknowledgement an...

2025 Goal Planning

Add Goals

Employee: Use this section to develop and propose your goals for the next year. Your manager will review and discuss these with you during your performance discussion. Start by clicking the 'Add Goals' button. Enter a title and description for your first goal, then click 'Save'. Continue adding goals until all new goals have been added to the system.

Take a moment to review and confirm that all of your new goals have been entered and are correct, then click the 'Submit' button. You will see another pop-up box asking you to confirm your submission - just click 'Submit' again, which will route your Self-Evaluation to your manager.

Manager: Review the goals that Lucy Lobo has proposed for the coming year below. You may edit, add, or delete goals as needed. Once all of Lucy Lobo's goals are finalized, click the "Submit" button below. This does not submit the final review, only advances the review to the next step in the process, the Performance Discussion.

Visit the PEP website for job aids and additional information on the remaining steps in the process.

Increase Popcorn Sales   ▼

New – Please Review

Increase Popcorn Sales

Status : On Track
Start Date : 1/1/2025
Due Date : 12/31/2025
more...

Comments :

B I U S X₂ X² Tₓ | | | | | Font   ▾   Size   ▾   A▾ A▾
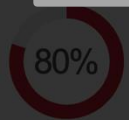
Back   Save and Exit   Submit

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

Enter any comments related to the goal.

Click "Submit".

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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
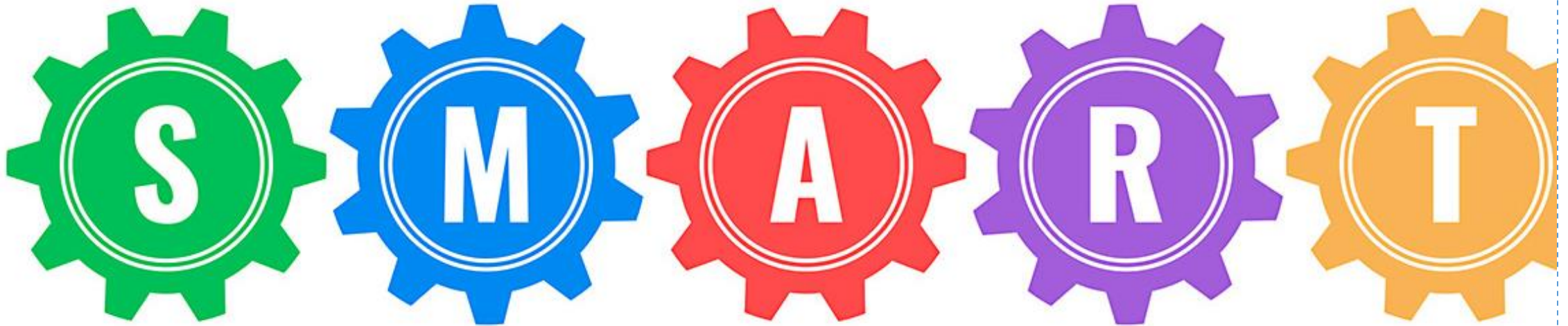
S — Specific- your goal should be clear and specific.

M — 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.

A — 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..

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

T — 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.

Are my goals SMART???

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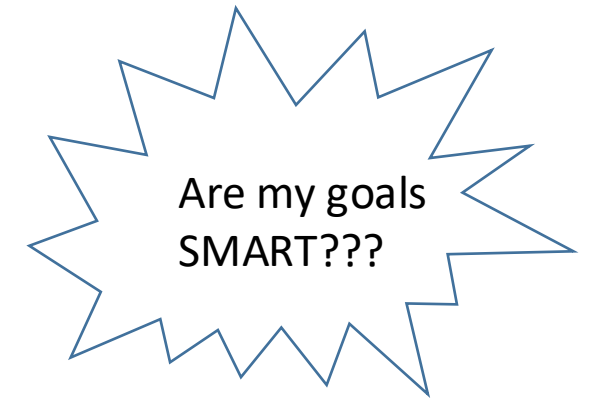
Mindset of Feedback

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
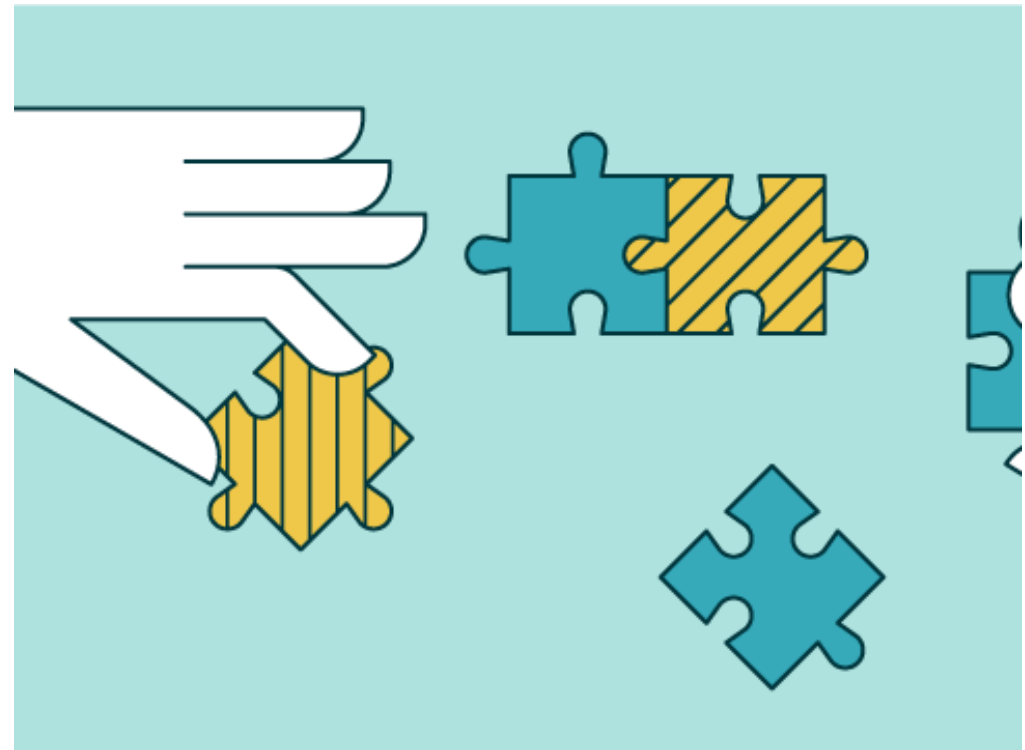
Feedback guidelines

- 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

Print the Review before the Performance Discussion

2024 Annual Performance Evaluation

Options ▼

Lucy Lobo
1/1/2024 - 12/31/2024

Add Co-Planners

Attachments

Print Review

Print Reviewee Version

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.

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Click through the PEP review

You will need to Click through the PEP review one more time and add comments if necessary.

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.

Reopen Previous Review Step ✕

You may only reopen 1 review step at a time. Only steps that have a status of Complete or Past Due will appear.

○ Self Evaluation

Comment for reviewer

Cancel   Save

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.

Manager Evaluation
Due: 3/13/2020

Performance Discussion and Submission

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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

Welcome, Louie.

Looking for a Job?

Explore Career Opportunities on the Internal Career Site!

Announcements & Resources

Informational Resources:

- UNM Calendars
- Payroll Schedule
- Employment Knowledge Base
- New Employee Toolkit
- For assistance with HTML formatting when creating a requisition, see the 'Using HTML' info box within your employment area's Recruiting Resources tab.

Applications and Offer Letters

Click Here to Sign your Offer Letter or Check the Status of your Applications.

Onboarding Tasks

No Pending Actions

Performance Evaluation Tasks

	Due Date
Complete Performance Evaluation	1/31/2022
Complete Manager Evaluation of Lucy Lobo	3/27/2022

Need Help?

UNMJobs Help for Hiring Coordinators, Departments, and Applicants:

UNMJobs Support Information

UNMJobs Feedback

Help with Online Performance Evaluations:

Visit the Performance Evaluation Website

Send an Email to Human Resources PEP

Click on the employee evaluation.

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2021 Annual Performance Evaluation

Options ▾

Add Co-Planners
Attachments
Print Review
Print Reviewee Version

Lucy Lobo
1/1/2021 - 12/31/2021

Changes need to be submitted to be finalized
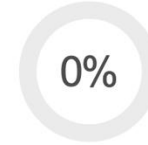
Overview

Welcome to UNM's annual Performance Evaluation and Planning process!

Click the "Get Started" button below to begin. You can also use the links on the left hand side of the page to navigate to later sections in the evaluation.

Managers, if needed you can use the "Reopen Step" button below to send the self-evaluation back to your employee for editing. Visit the PEP website for detailed instructions on reopening steps.

Job aids, FAQs, and additional materials to help you navigate this process are available by clicking here.

Review Step Progression

*This step has been reopened.
You must complete this step before advancing to the next step.

Self Evaluation ✓

Manager Evaluation ✓

Performance Discussion and Submission
Due: 3/27/2022 ✓

Employee Acknowledgement ✓

Get Started

Left navigation:
- Overview
- Job Responsibilities Ev...
- Goal Evaluation
- Self-Evaluation
- Manager Evaluation
- 2022 Goal Planning
- Performance Discussion
- Acknowledgement an...

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

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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.

Reports

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

Performance

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

Goal Details
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

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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

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.

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

Performance Review
View a performance review for a single user.

Step Status Report

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Performance review step report

Choose user criteria

Choose the task

Choose how you want information displayed

Performance Review Details Report

Reports

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

Performance

Print one or more Performance Reviews for a single user

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Performance Review Details Report

1. Date

2. User criteria

3. Process Report

Email: pep@unm.edu

Web: unmjobs.unm.edu