

Performance Management and Appraisal Training for Employees

Office of Human Resources

April 26, 2017

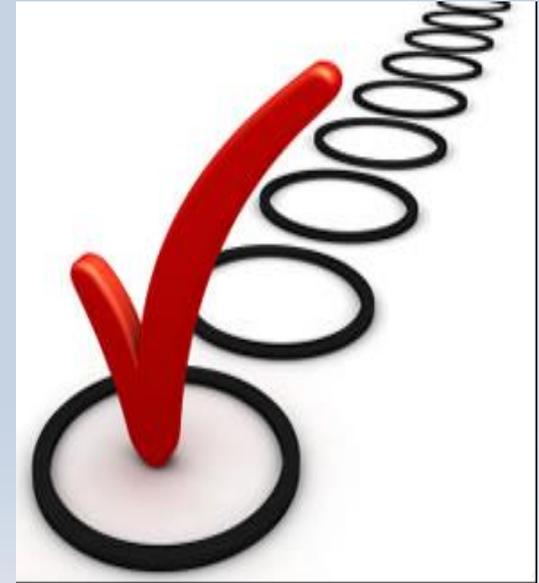


THE UNIVERSITY of TEXAS SYSTEM
FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

www.UTSYSTEM.EDU

Training Objectives

- Identify the benefits of performance management
- Review the performance appraisal framework and timelines.
- Provide a guided walkthrough of PerformancePro.
- Introduce future Performance Management enhancements.



What is Performance Management?

By definition, performance management is an **ongoing** process of **communication** between a supervisor and an employee that occurs throughout the year, **in support of** accomplishing the **strategic objectives** of the organization.



How Performance Management Makes a Business Impact



What is a Performance Appraisal?

By definition, a performance appraisal is a **formal record** of a supervisor's assessment of the **quality** of an employee's work **performance**.



When done well, a performance appraisal...



- Reinforces the value of the employee's work
- Is balanced, objective, and informative
- Provides specifics about what went well, and what areas to tackle for improvement
- Contributes to the future success of the organization
- Engages manager and employee in developing a career plan
- Creates an environment for collaboration and open communication
- Provides a record/foundation for merit increases
 - State law requires institutions to establish criteria for awarding merit increases



UT System Administration Appraisal Framework



To better align our performance management and budget processes, we are moving our appraisal completion deadline up to May 26th.

Applies to:

- Benefits eligible Classified and A&P employees with a start date* prior to 3/1 (merit eligible)
- Appraisal review period: June 1, 2016 to May 31, 2017

*Employees with a start date 3/2 or later will complete a 90 or 180-day appraisal (not merit eligible)



Writing Your Self-Appraisal

Do:

- Use specific and relevant examples
- Be factual and objective
- Clearly express successes
- Identify areas for growth
- Balance review of the previous year with forward-looking comments



Don't:

- Generalize
- Use absolute words such as “always, never, completely, etc.”
- Commit in writing what you can not deliver
- Harp on your weaknesses
- Be defensive or criticize others.



Self-appraisal Example Comments

"I reviewed our IT vendor contract and realized that we were not being given the preferred customer rate we were promised. I contacted the vendor and negotiated a steeper discount, saving the department \$15,000 over the course of a year."

"This past year, I really worked on improving my teamwork skills. After completing the 2-day Teamwork 101 course, I had a much better understanding of team dynamics and how to contribute more effectively in the various roles and stages of team development."

"I served on 3 key teams this past year: the corporate social responsibility committee, the customer service process improvement team and the team involved in successfully completing critical orders for our customer Dunrite."



Performance Factors: Non-Supervisor

Performance Factor	Weight
Accomplishments: <ul style="list-style-type: none">• Work Plan, Goals, Duties and Responsibilities/ Other Accomplishments	40%
Accountability: <ul style="list-style-type: none">• Quality• Reliability• Compliance	20%
Knowledge, Skills, and Abilities <ul style="list-style-type: none">• Communication• Job Knowledge• Teamwork	20%
Commitment to Excellence <ul style="list-style-type: none">• Initiative & Innovation• Customer Service• Mission Support	20%



Performance Factors: Supervisor/Senior Staff

Performance Factor	Weight
Accomplishments: <ul style="list-style-type: none">• Work Plan, Goals, Duties and Responsibilities/ Other Accomplishments	40%
Accountability: <ul style="list-style-type: none">• Focus on Results• Quality• Reliability• Compliance	20%
Knowledge, Skills, and Abilities <ul style="list-style-type: none">• Communication• Job Knowledge• Teamwork	20%
Management <ul style="list-style-type: none">• Initiative & Innovation• Planning & Resource Stewardship• Leadership• Identify, Hire, Develop, & Retain	20%



Rating Scale

UT System uses a five-point rating scale for factors and overall performance:

- **Outstanding Performance**
 - Exemplary accomplishments throughout the rating period and/or represented by unique and unusual accomplishments and result in specifically identifiable or quantifiable benefit to System Administration or the institutions.
- **Very Good Performance**
 - Exceeded the expectations and requirements of the assigned position and regularly produces expected accomplishments in all areas of responsibility.
- **Good Performance**
 - Meets job expectations and requirements and may occasionally exceed performance objectives.
- **Needs Improvement**
 - May meet some of the job expectations but does not fully meet the remainder.
- **Unsatisfactory Performance**
 - Fails to meet defined expectations and minimum job requirements.



Goal Evaluation

This step is only applicable if goals were entered in 2016.

- Evaluate **current** goals during this appraisal process.
- As an enhancement to the Performance Management process, HR will be holding leadership goal sessions to move to a focus on performance goal outcomes.
- Once organizational and departmental goals are established, they will be communicated to all employees through a Goal Setting Process.

As a result, no **future** goals will be added during the May appraisal process.

Future goals will be created and documented in the upcoming months.



Future Goals... Coming Soon

Employee Information Summary ▾

Employee:	Johnny Reyes	Position:	Non-Manager	
Appraiser:	Gil, Stephanie	100%		

Goal

[Goal Information](#)

Do Not Enter Future Goals

100%

Due Date: 05-31-2018

Action Steps

As an enhancement to the Performance Management process, HR will be holding leadership goal sessions to move to a focus on performance goal outcomes. Once organizational and departmental goals are established, they will be communicated to all employees through a Goal Setting Process to be scheduled at a later date.



PerformancePro Appraisal Quick Overview

Begin the process by:

- Logging into Performance Pro Using SNAC
- Single sign-on
- Set to Employee Role

3 Primary Evaluation Steps

- Evaluate Factors
- Evaluate Current Assigned Goals (applicable only if goals were previously created in 2016)
- Complete Summary Comments (Summarize the Evaluation Period)

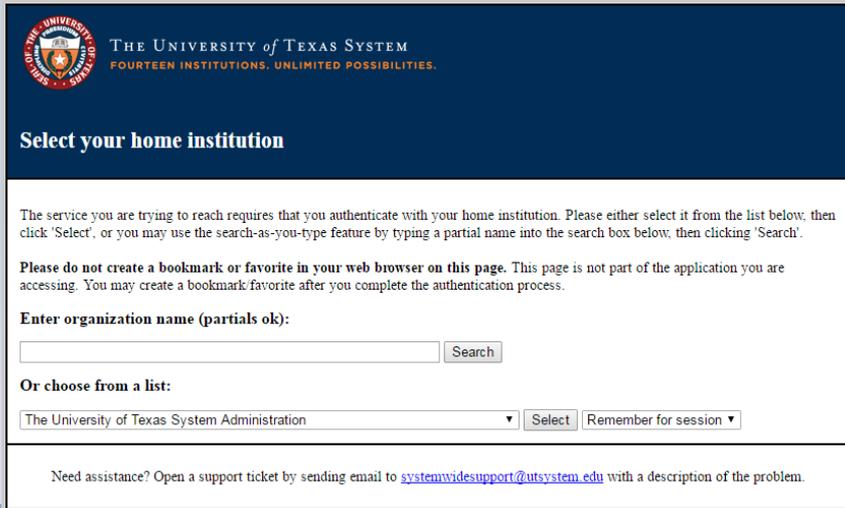
Routing Steps to Complete/E-Sign

- Mark Ready: Indicates you are done with your first draft.
- E-Sign: Both Employee and Appraiser will E-Sign the Appraisal.



PerformancePro

1. Access UT4U <http://www.utsystem.edu/ut4u/homepage.htm>
2. Navigate to Resources/Current Employees/Performance Management
3. Select the University of Texas System Administration as your home institution
4. Enter your SNAC login and password
5. Press Submit



The screenshot shows the top portion of the PerformancePro login page. It features the University of Texas System logo and tagline. Below this is a dark blue header with the text "Select your home institution". The main content area has a white background and contains instructions for selecting a home institution, a search box for organization names, and a dropdown menu. The dropdown menu is currently set to "The University of Texas System Administration".

 THE UNIVERSITY of TEXAS SYSTEM
FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

Select your home institution

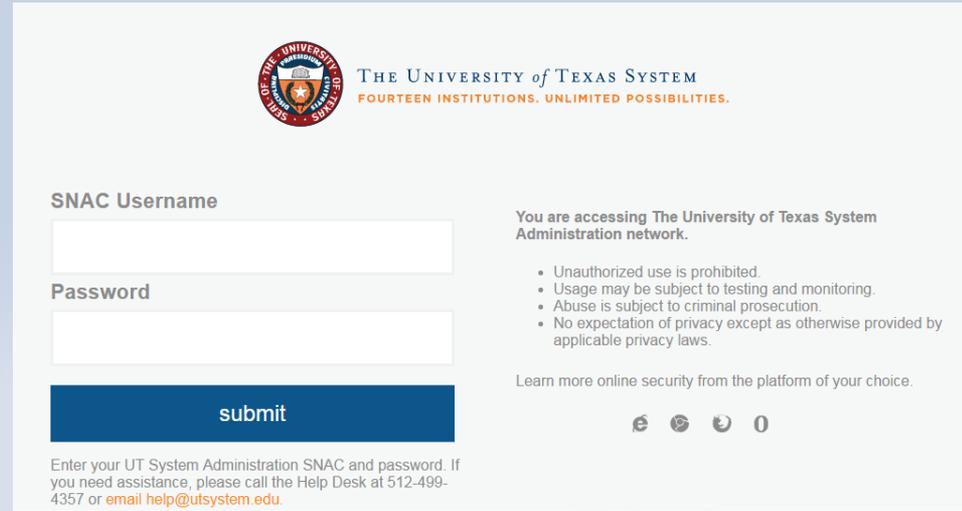
The service you are trying to reach requires that you authenticate with your home institution. Please either select it from the list below, then click 'Select', or you may use the search-as-you-type feature by typing a partial name into the search box below, then clicking 'Search'.

Please do not create a bookmark or favorite in your web browser on this page. This page is not part of the application you are accessing. You may create a bookmark favorite after you complete the authentication process.

Enter organization name (partials ok):

Or choose from a list:

Need assistance? Open a support ticket by sending email to systemwidesupport@utsystem.edu with a description of the problem.



The screenshot shows the bottom portion of the PerformancePro login page. It features the University of Texas System logo and tagline. Below this is a white header with the text "SNAC Username" and "Password". There are two input fields for these credentials. A blue "submit" button is located below the password field. To the right of the input fields, there is a list of security warnings and a link to learn more about online security. At the bottom, there are social media icons and a footer with the University of Texas System logo and tagline.

 THE UNIVERSITY of TEXAS SYSTEM
FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

SNAC Username

Password

You are accessing The University of Texas System Administration network.

- Unauthorized use is prohibited.
- Usage may be subject to testing and monitoring.
- Abuse is subject to criminal prosecution.
- No expectation of privacy except as otherwise provided by applicable privacy laws.

Learn more online security from the platform of your choice.



Enter your UT System Administration SNAC and password. If you need assistance, please call the Help Desk at 512-499-4357 or [email help@utsystem.edu](mailto:help@utsystem.edu).

 THE UNIVERSITY of TEXAS SYSTEM
FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.
www.utsystem.edu



Step 1: Evaluate Factors

From the *Home Toolbar*, click on the *Appraisal Menu*, then select **Evaluate Factors**. Select a factor to evaluate from the *Overview* tab.

Performancepro

Home Support Spell Check Language Check

ROMELLA DUVALL
The University of Texas System

EMPLOYEE

Sign Out

1

2

3

Appraisal
Evaluate Factors

Employee Documents

- Performance History
- Employee Goal Tools

Appraisal

- Evaluate Factors**
- Evaluate Goals
- Summary Comments
- Finish Appraisal

System Setup

April 2016

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Appraisal Due
Alert

Overall Progress: 0%

Factor Progress: 0%

[View Current Appraisal](#)

Employee Appraisal Information

Position:
Non-Manager

Appraisal Period:
03-28-2016 – 09-27-2016

Overall Factor Weight:
100%

Appraisers:
REVES, JOHNNY

Select Factor to Evaluate	Weight	Comments
Accomplishments	40%	
Accountability	20%	
Commitment to Excellence	20%	
Knowledge, Skills, and Abilities	20%	



Step 1: Evaluate Factors (continued)

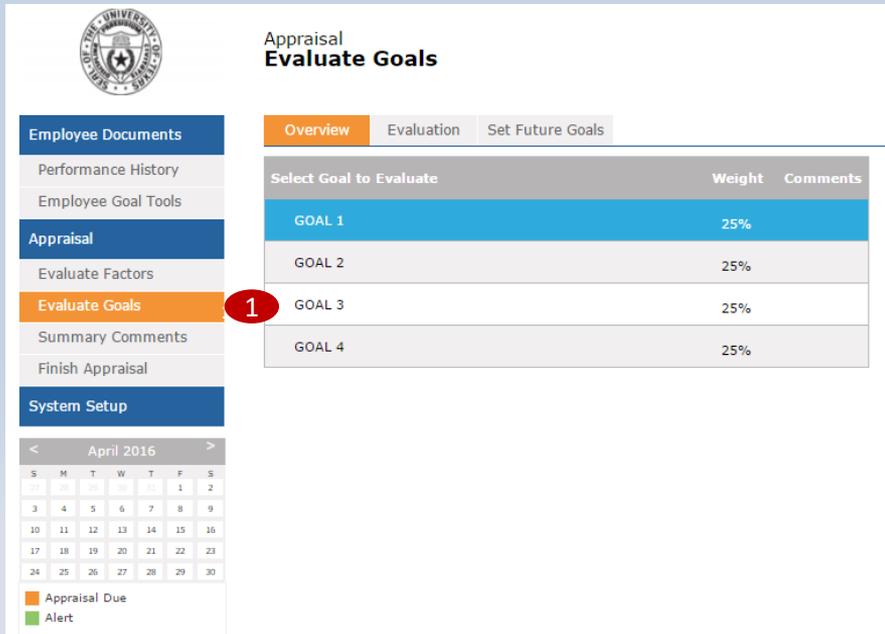
Under the *Evaluation* tab select the factor to evaluate. Next, select a rating for the factor. Enter comments. Repeat this step for each factor.

The screenshot displays the Performancepro web application interface. At the top, the user is identified as ROMELLA DUVALL, The University of Texas System, with a dropdown menu for 'EMPLOYEE'. The navigation bar includes 'Home', 'Support', 'abc Spell Check', and 'Language Check'. The main content area is titled 'Appraisal Evaluate Factors' and features a sidebar with navigation options: 'Employee Documents', 'Performance History', 'Employee Goal Tools', 'Appraisal', 'Evaluate Factors', 'Evaluate Goals', 'Summary Comments', 'Finish Appraisal', and 'System Setup'. The 'Evaluate Factors' section shows a progress indicator for 'Accomplishments' at 40%, with 'Overview' and 'Evaluation' tabs. A red circle '1' highlights the 'Evaluation' tab. Below this, a list of performance factors is shown with a red circle '2' highlighting the 'Very Good Performance' factor. The 'Very Good Performance' factor is selected, and a text input field contains the comment 'I accomplished projects 1, 2 and 3 with flying colors!', with a red circle '3' highlighting the input field. An 'Add' button is located below the input field. A calendar for April 2016 is visible in the sidebar, and an 'Alert' icon is present at the bottom of the sidebar.



Step 2: Evaluate Current Goals (if applicable)

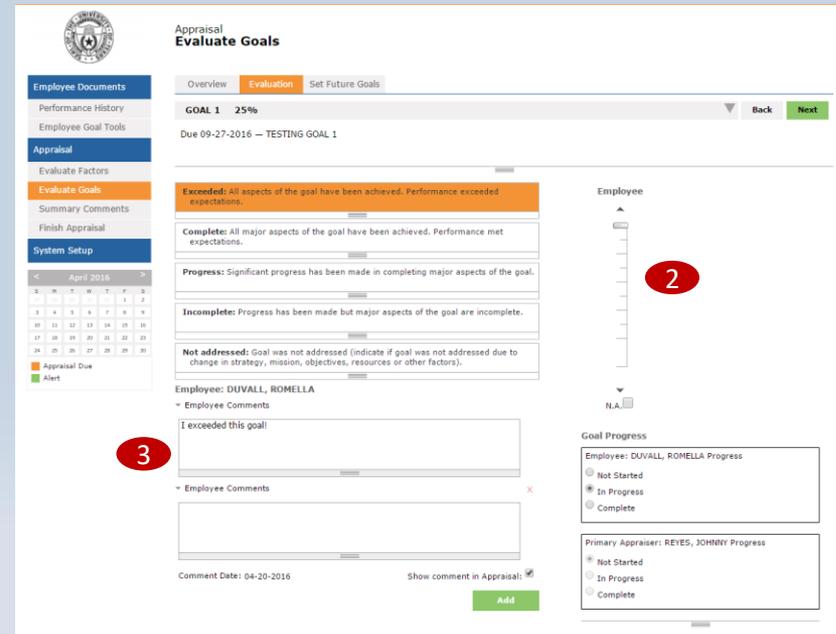
Under the *Appraisal menu*, click **Evaluate Goals**. Next, select a rating for the goal. Enter comments. Repeat this step for each goal.



Appraisal Evaluate Goals

Overview Evaluation Set Future Goals

Select Goal to Evaluate	Weight	Comments
GOAL 1	25%	
GOAL 2	25%	
GOAL 3	25%	
GOAL 4	25%	



Appraisal Evaluate Goals

Overview Evaluation Set Future Goals

GOAL 1 25%

Due 09-27-2016 — TESTING GOAL 1

Exceeded: All aspects of the goal have been achieved. Performance exceeded expectations.

Complete: All major aspects of the goal have been achieved. Performance met expectations.

Progress: Significant progress has been made in completing major aspects of the goal.

Incomplete: Progress has been made but major aspects of the goal are incomplete.

Not addressed: Goal was not addressed (indicate if goal was not addressed due to change in strategy, mission, objectives, resources or other factors).

Employee: DUVALL, ROMELLA

Employee Comments

I exceeded this goal!

Employee Comments

Comment Date: 04-20-2016 Show comment in Appraisal: Add

Goal Progress

Employee: DUVALL, ROMELLA Progress

Not Started In Progress Complete

Primary Appraiser: REYES, JOHNNY Progress

Not Started In Progress Complete



Step 2: Evaluate Goals (continued)

View **prior** to evaluating on the overview tab

Select Goal to Evaluate	Weight	Comments
Scare Ghosts	80%	
Go to trining	20%	

View **after** goal has been evaluated.

Select Goal to Evaluate	Weight	Comments
✓ Scare Ghosts	80%	●
✓ Go to training	20%	●



Step 3: Summary Comments and Ready for Meeting

From the *Home Toolbar*, under *Appraisals*, click **Summary Comments**. Click in the Summary Comments box and enter any additional information, concerns, etc. (if desired).

Home Support Spell Check Language Check

Appraisal
Summary Comments

Employee Documents
Performance History
Employee Goal Tools

Appraisal
Evaluate Factors
Evaluate Goals
Summary Comments 1
Finish Appraisal

System Setup

Summary Comments: I completed all of my goals for this fiscal year with flying colors! 2

Overall Progress: 100%
Goal Progress: 100%
Factor Progress: 100%

[View Current Appraisal](#)

Employee Appraisal Information

Position:
Non-Manager

Appraisal Period:
03-28-2016 — 09-27-2016

Appraisers:
REYES, JOHNNY

April 2016
S M T W T F S
1 2
3 4 5 6 7 8 9
10 11 12 13 14 15 16
17 18 19 20 21 22 23
24 25 26 27 28 29 30

Appraisal Due
 Alert



Step 4: Summary Comments and Ready for Meeting (continued)

WARNING: THIS IS YOUR LAST CHANCE TO MAKE CHANGES.
Once you mark the appraisal as ready you may not change it.

Home Support Spell Check Language Check

Appraisal
Finish Appraisal

Employee Documents **Status Overview** Ready **1**

Performance History
Employee Goal Tools

Appraisal Checklist

Factor	Score	Comments
Accomplishments	✓	✓
Accountability	✓	✓
Commitment to Excellence	✓	✓
Knowledge, Skills, and Abilities	✓	✓

Overall Progress: 100%
Goal Progress: 100%
Factor Progress: 100%

[View Current Appraisal](#)

Employee Appraisal Information

Position: Non-Manager
Appraisal Period: 03-28-2016 – 09-27-2016
Appraisers: REYES, JOHNNY

Appraisal
Finish Appraisal

Status Overview **Ready**

Read Only **2**

✓ This step has been completed by DUVALL, ROMELLA (2016-04-20 15:05:41)

Appraisal Checklist

Factor	Score	Comments
Accomplishments	✓	✓
Accountability	✓	✓
Commitment to Excellence	✓	✓
Knowledge, Skills, and Abilities	✓	✓

Overall Progress: 100%
Goal Progress: 100%
Factor Progress: 100%

[View Current Appraisal](#)

Employee Appraisal Information

Position: Non-Manager
Appraisal Period: 03-28-2016 – 09-27-2016
Appraisers: REYES, JOHNNY



Step 5: Email Notification – PerformancePro E-sign

 Performance Pro Alert <notification@hrnonline.com> ■ Arizmendi, Julio Wed 3:48 PM

Performance Pro E-Signature Request

Retention Policy UT-13Month_Inbox (1 year, 1 month) Expires 5/13/2018

To: Arizmendi, Julio

Performance appraisals must be electronically signed in Performance Pro by both the appraiser and the employee. Our records indicate your signature is still needed on a performance appraisal. Please log into Performance Pro and sign the item(s) in your E-Signature in-box on the Home screen. Performance Pro can be accessed at <https://apps.utsystem.edu/PerfProLogin>



Step 6: E-Signing the Appraisal

Click on the *Checkbox*, select **Agree** or **Disagree**. Then **Save**.

Electronic Signature: DUVALL, ROMELLA(Employee)

Signature	Signed Date	Action
DUVALL, ROMELLA Employee		<p>1 <input checked="" type="checkbox"/> Check this box to sign this document electronically - Upon saving this signature, no further comments may be added and the Agree/Disagree status may not be changed</p> <p>2 <input type="radio"/> Agree</p> <p><input type="radio"/> Disagree</p> <p> Add Comment</p>

3

YOU HAVE COMPLETED YOUR SELF-APPRAISAL!



Viewing Your Current Appraisal

From the *Main Menu*, click **Home**. Click **My Current Appraisal**. You may view your assigned factors, goals and your self-appraisal scores. Completed appraisals, which include the appraiser's scores, cannot be viewed from this screen.

Home Support abc ✓ Spell Check Language Check

Performance Pro Central
Home

DUVALL, ROMELLA

Employee Documents

- Performance History
- Employee Goal Tools

Appraisal

- Reports
- Manage Employees
- System Setup
- Administration

April 2016

S	M	T	W	T	F	S
						1
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23

Required

To Be Signed

Completed	Item	Name
04-20-2016	Appraisal	DUVALL, ROMELLA

Form Inbox

Name

No form inbox listed

Add Form

Configure Home

My Current Appraisal



By May 26th

Employee Self Appraisal

Employee

Step 1: Review Notes

Step 2:
Evaluate
Factors

Step 3:
Evaluate
Goals

Step 4:
Ready for
Meeting

Meeting

Step 6:
Sign the Appraisal

Appraiser

Step 2:
Evaluate
Factors

Step 3:
Evaluate
Goals

Step 4:
Ready for
Meeting

Step 5:
Merge
Appraisal

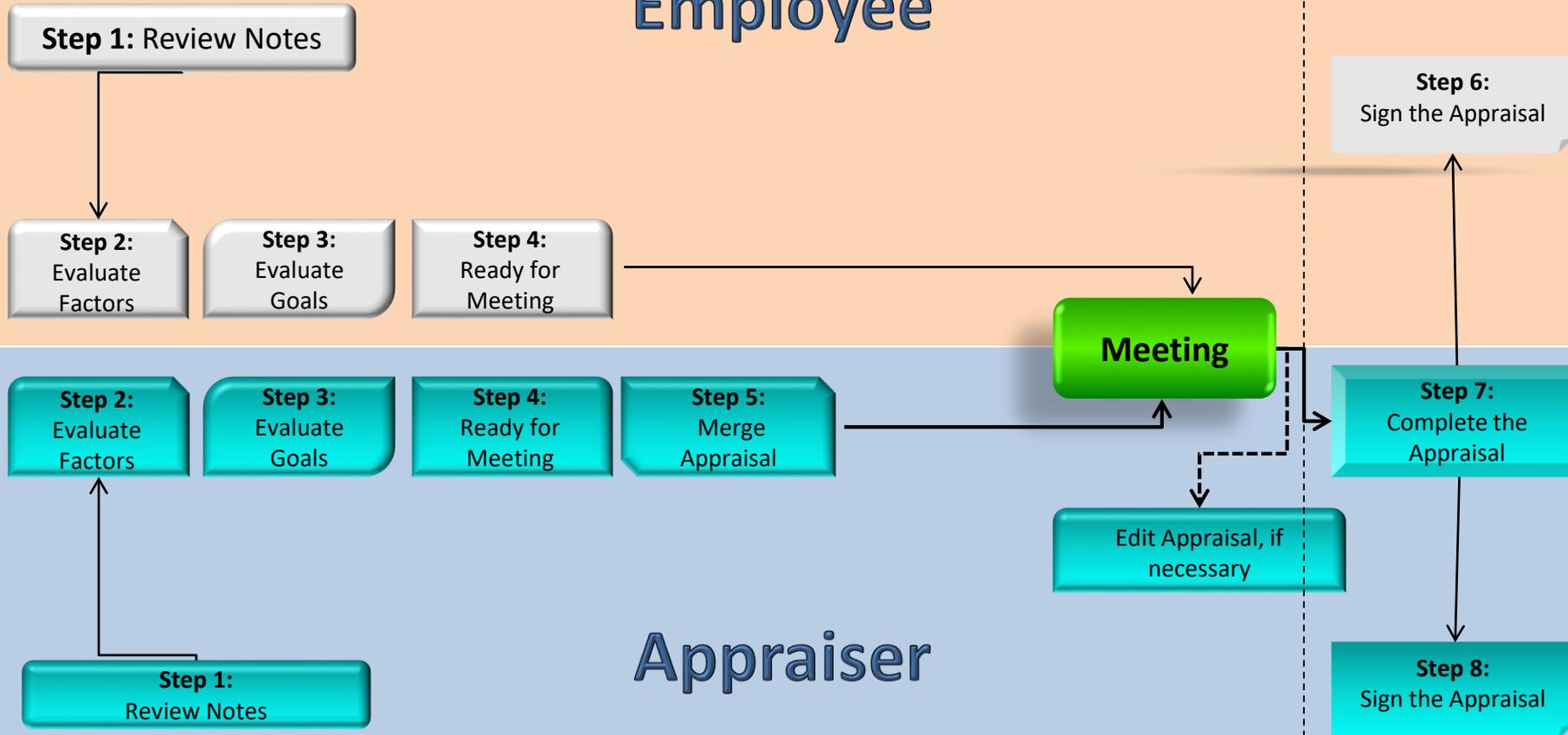
Edit Appraisal, if
necessary

Step 7:
Complete the
Appraisal

Appraiser

Step 1:
Review Notes

Step 8:
Sign the Appraisal



We heard you, and we're making changes to improve the Performance Management process.

- Transition from performance factors to Leadership Competencies
- Replacing Performance Appraisals with a new Performance Goal process
- Simplified weighting system
- A focus on performance goal outcomes, not activities
- Feedback from peers and/or indirect managers
- Ongoing performance discussions and teachable moments
- Introduce Pay for Performance
- Systems enhancements coming...



Resources

- UT System [UT4U Performance Management Site](#)
 - FAQs
 - PowerPoint Slides
 - Quickstart Guide
 - Factor Weight and Definition Guide
- OES SharePoint
 - Recorded Presentations (Video/Audio)
- HR Business Partner



HR Business Partner Team



Siria Barrera, MA, SHRM-SCP
HR Business Partner

DEPARTMENTS
BOARD OF REGENTS
FEDERAL RELATIONS
GOVERNMENTAL RELATIONS
HEALTH AFFAIRS
HUB
HUMAN RESOURCES
INNOVATION & STRATEGIC INVESTMENT
OGC
POLICE (ODOP)
SHARED SERVICES
STRATEGIC INITIATIVES
TMD-SAS



Johnny Reyes, SHRM-SCP
HR Business Partner

DEPARTMENTS
ACADEMIC AFFAIRS
CHANCELLOR'S OFFICE
EXTERNAL RELATIONS
FACILITIES (OFM)
OFPC



Julio Arizmendi, MPA
HR Business Partner

DEPARTMENTS
BUSINESS AFFAIRS
BUSINESS DEVELOPMENT
CONTRACTS AND PROCUREMENT
CONTROLLER'S OFFICE
EMPLOYEE BENEFITS (OEB)
FINANCE
OTIS
INFORMATION SECURITY
RISK MANAGEMENT (ORM)
SHARED BUSINESS OPS (SBO)
SYS-WIDE INFO SVCS (SWIS)
SYSTEMWIDE COMPLIANCE
TOGI



Stephanie Gil, PHR, SHRM-CP
Manager, HRBP Team

DEPARTMENTS
AUDIT
INST FOR TRANS LEARN (ITL)
SHARED INFORMATION SERVICES (SIS)
UNIVERSITY LANDS



