Performance Appraisals: Evaluation & Goal-Setting

Review Year Timeline
2/1/2014 – 1/31/2015

Charting the Roadmap to Excellence
Agenda

• Performance Appraisal Process
• Goal Setting & S.M.A.R.T Goals
• Set the stage
• Regular Follow-up
• Question and Answer
Performance Appraisal Process

Establish Deadlines for the process- Appraisals are due to Human Resources April 1st.

- Employee Section
- Supervisor Section
- In person meeting
- Submit to HR
Employee Section

• Major Responsibilities
• Self Appraisal
• Prior Year Goals
• Goal Setting
• Attachments
Employee Section

- Log into www.udel.edu/performanceappraisal
- Click on Annual Appraisal 2014-2015
Click lookup to enter your supervisor(s)
Type your supervisor’s name or ID# then click select.
Employee Section

Employee Information

Make sure to click/highlight your supervisor’s name
After you have selected your supervisor click the select button.
Once supervisor(s) has been added, you can click on next step or click on the major responsibilities tab.

Position description available if one is on file.

Click to add additional supervisors and repeat previous steps.
• If applicable, review responsibilities that were prepopulated from last years appraisal and update accordingly.

• List major responsibilities in one textbox or enter each responsibility individually by clicking add another responsibility.

• Do not copy and paste in your job description.

Once completed, you can click on next step or click on the employee self-appraisal tab.
Employee Section

Employee Self-Appraisal

• Position description - be sure to acknowledge whether your position description accurately reflects what you do. If any major responsibilities are missing please note them here.

• Accomplishments - acknowledge the completion of goals and their outcomes, projects, etc.
Employee Section
Employee Self-Appraisal

- Development - career objectives
- Training opportunities - list trainings and/or conferences you plan to attend (these should be aligned with your current position)
- Organizational climate - the culture or atmosphere of your office

Once completed, you can click on next step or click on the prior year goals tab.
Employee Section

Prior Year Goals

• If you are a new employee you can skip this section or if goals were established when you first started your employment you can enter them here.

• If applicable, prior year goals will prepopulate.

• If goals were recalibrated throughout the year, you can acknowledge those changes here (make sure to initial any changes).

• Do not remove any prior year goals.

Once completed, you can click on next step or click on the goal setting tab.
Employee Section

Goal Setting Worksheet

- Initiate the conversation around goals for the upcoming year.
- These would be goals you have in mind or goals that you and your manager have previously discussed.

Once completed, you can click on next step or click on the attachments tab.
Performance goals help identify what is expected to accomplish your job.

Start with the organization’s goals, objectives, or strategies.

Ask, “How can I support the goals”?

Write and agree on SMART goals with supervisor.
Criteria for SMART Goals

- **Specific** – defines specific results to be achieved.
- **Measurable** – defines quantity, cost or quality metrics to determine progress.
- **Attainable** – allows the goal to be challenging, yet ensuring results.
- **Relevant** – supports the achievement of team or organizational goals.
- **Time bound** – specifies due date, time frame or frequency.
Examples of Goals that do have SMART Components

- Reduce customer complaints daily
- Produce budget reports timely
- Produce documents and distribute to departments weekly
- Ensure all projects are completed in a timely manner
Examples of SMART Goals

• Increase program participation by 3-5 percent by the end of the third quarter.

• Achieve an average rating of 3 on a 5-point scale in each quarterly customer satisfaction survey.

• Reduce patient wait time to 10 minutes by the end of the fiscal year.
Tips for Writing Goals

• Start each goal with action verb (increase, complete, attain).

• Define quantity, cost, timeliness as well as any due dates or timeframes.

• Avoid writing “all or nothing” goals.

• Don’t mistake tasks or activities for performance goals.

• Make sure each goal is observable.

• Limit number to make overall performance plan realistic.
Employee Section

Attachments

- Click browse
- Choose document
- Once chosen click save attachment

Click next step or click on the review & submit
Employee Section

Review & Submit

This will display all the sections for you to review and then submit.
Click finish & submit to send to your supervisor.

Employee Section

Review & Submit

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<table>
<thead>
<tr>
<th>File</th>
<th>Description</th>
<th>Added by</th>
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</table>

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**Routing**

<table>
<thead>
<tr>
<th>Status</th>
<th>Role</th>
<th>Name</th>
<th>Action</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Self-appraisal</td>
<td>Employee</td>
<td>Brandt, Joy L.</td>
<td>Started self appraisal</td>
<td>29/01/22</td>
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<tr>
<td></td>
<td>Employee</td>
<td>Brandt, Joy L.</td>
<td>Current holder.</td>
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<tr>
<td></td>
<td>Under Supervisor</td>
<td>Shaffer, Amanda Rothale</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Supervisor</td>
<td>Shaffer, Amanda Rothale</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Discussion</td>
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<td>Signature</td>
<td>Employee signature</td>
<td>Brandt, Joy L.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HR Approval</td>
<td>HR</td>
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<tr>
<td></td>
<td>Supervisor Signature</td>
<td>Shaffer, Amanda Rothale</td>
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</tr>
</tbody>
</table>

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When your self-appraisal is done, click the finish & submit button to send this form to the supervisor(s) listed in the Routing section above.

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Supervisor Section

- Log into www.udel.edu/performanceappraisal

Click on the requiring my attention tab to view appraisals sitting with you that you need to take action on.

Click on the view as supervisor tab to view prior year appraisals for your employees.
Supervisor Section

Choose the employees appraisal you will be working on

<table>
<thead>
<tr>
<th>Employee</th>
<th>UD ID</th>
<th>Supervisor</th>
<th>Department</th>
<th>Appraisal activity</th>
<th>Status</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>Antis, Karen Elizabeth</td>
<td>10148</td>
<td>Snuffer, Amanda Michele</td>
<td>Records Management</td>
<td>Annual Appraisal 2014-2015</td>
<td>Supervisor</td>
<td></td>
</tr>
</tbody>
</table>
Supervisor Section

Employee Information
Supervisor Section

Major Responsibilities

- You must acknowledge if you concur or do not concur with major responsibilities.

- If you do not concur, you can send the appraisal back to the employee to edit.
Supervisor Section
Employee Self-Appraisal

- Review employees self-appraisal
- You should be using this information to assist in the narrative, ratings, and goal setting area
Supervisor Section

Prior Year Goals

- If goals were recalibrated throughout the year, you can acknowledge those changes here (make sure to initial any changes).

- Do not remove any prior year goals
Supervisor Section

Supervisor Narrative

- Narrative should accurately reflect the employees performance for the year.
- There should be no surprises.
- We expect more than one sentence, there should be real content.
- The narrative needs to correlate with the ratings.

When finished, click next step or click on the performance rating tab.
Supervisor Section

Performance Rating

• Be sure to provide comments for any rating provided that is below a 3.

• A rating of 5 in all categories is not acceptable.
Supervisor Section

Performance Rating

- If a category does not apply to an employee, please enter “na” or “NA” or “N/A”.

- If the overall rating is a 2 or below, per Employee Relations a performance improvement plan (PIP) is required.

When finished, click next step or click on the goal setting worksheet tab.
Supervisor Section
Goal Setting Worksheet

- Review the goals listed by your employee
- Add, edit, and/or remove goals

When finished, click next step or click on the attachment tab
Supervisor Section

Attachments

- Review attachments the employee has provided regarding their performance
- Add any attachments you have regarding the employee's performance

When finished, click next step or click on the discussion tab.
Supervisor Section

Discussion

Enter the date the in-person discussion is scheduled for.

When finished, click next step or click on the review & submit tab.
Supervisor Section

Review & Submit

This is an overview of the complete performance appraisal before it is shared with the employee.
Supervisor Section

Review & Submit

- Once ready to share with the employee, choose the action:
  - complete review
  - Share with employee

- You can also return the form to the employee to edit, send it to the next supervisor if there are multiple supervisors, and add a reviewer.

Click finish & submit (when you share the appraisal with the employee, they receive a copy but the form still resides with you, the supervisor).
Shared Appraisal

What the Employee Sees

- Log into [www.udel.edu/performanceappraisal](http://www.udel.edu/performanceappraisal)
- Click on Annual Appraisal 2014-2015

A shared appraisal will show as in the discussion stage and the current holder will be the supervisor.
Shared Appraisal

What the Employee Sees

You can tab through each section OR
Shared Appraisal
What the Employee Sees

- You can click the review & submit tab and look at the appraisal as a whole.
- There is nothing the employee needs to do as this is just a copy of the appraisal.
Supervisor Next Steps

In Person Discussion - Set the Stage

- **Preparation** – provide advance notice and plan ahead what to say and how to say it. Do not attempt to conduct this session during a “coffee break”.

- **Privacy and Confidentiality** – Conduct the meeting in a non-public area where both parties will feel more comfortable and willing to be objective and open.

- **Freedom from Interruption** – Hold all telephone calls and inform people in your area that you do not want to be disturbed, this is an important event.
Supervisor Next Steps

In Person Discussion- Set the Stage

- **Ample Time** – avoid rushing the employee in and out. Allocate an appropriate period of time for each meeting.

- **Two-Way dialogue** – both parties should talk and listen

- **When the review process is completed, the employee should:**
  - clearly understand where he/she stands in terms of meeting performance standards and goals for the next review cycle
  - know where and how to improve
  - be committed to and motivated to maintaining and/or improving the performance level for the future
After One on One

Supervisor Steps

- Log into [www.udel.edu/performanceappraisal](http://www.udel.edu/performanceappraisal)

After One on One
After One on One

Supervisor Steps

Choose the employees appraisal
After One on One

Supervisor Steps

• Make adjustments to supervisor narrative, ratings, and/or goals if there was discussion about changes being made.

• If not making any changes, go to the review & submit tab.
After One on One

Supervisor Steps

Routing Options:

- Complete review - this will send the appraisal to the employee to sign off.
- Return for editing- if edits need to occur in the employee section (job responsibilities/self appraisal).
- Add a reviewer - if the appraisals needs to be sent to someone else for review.

Click finish & submit
After One on One

Employee Steps

- You will receive an email when an action occurs
- Log into www.udel.edu/performanceappraisal
- If returned to you to edit, please make adjustments and resubmit to supervisor (this will go through being shared again and then sent for signature).
- If sent for signature you will want to review to make sure all that was discussed in your one on one is reflected appropriately.

![Performance Planning & Appraisal](Image)

For questions on this application, contact Human Resources at (302) 831-8677 between 8:00 a.m. and 5:00 p.m., Monday through Friday, or through email at hr-appraisals@udel.edu.

<table>
<thead>
<tr>
<th>Appraisal activity</th>
<th>Status</th>
<th>Current holder</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Appraisal 2014-2015</td>
<td>In progress (Signature)</td>
<td>Blandford, Joy L</td>
<td></td>
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</tbody>
</table>
After One on One

Employee Steps - Discussion

***Signing your appraisal does not mean you agree or disagree with the appraisal. This means that the appraisal has been discussed with your supervisor.

When you sign the appraisal, make sure to enter the name exactly as it appears.

Click next step or click on the review & submit tab.
After One on One

Employee Steps- Review & Submit

Click finish & submit to send to your supervisor. You have completed your appraisal at this point.
After One on One

Supervisor Steps

• You will receive an email once the appraisal is signed and is sitting with you.
• Log into www.udel.edu/performanceappraisal

Click on the requiring my attention tab to view appraisals sitting with you that you need to take action on.
After One on One

Supervisor Steps

Choose the employees appraisal
After One on One
Supervisor Steps - Discussion

Supervisor to choose option for signature

Click next step or click on the review & submit tab
After One on One
Supervisor Steps - Review & Submit

Choose an Action:

- Complete signature. Send to a reviewer (the reviewer will be able to send to HR).
- Complete signature (this sends the appraisal to HR).

Click next step or click on the review & submit tab.
HR Review

- Appraisals will be sent to HR for review.
- After HR review, the forms will be completed and update HR with overall rating
- Prior forms will be available year round.
- A printable view will be available

Prior year appraisals are being worked on, this does not stop you from completing this years appraisal and will still carry in job responsibilities from last years appraisal.

- **DEADLINE** TO SUBMIT PERFORMANCE APPRAISAL FORMS TO HR IS: 4/1/15
Future Enhancements

Anticipated Release Summer 2015:

- Ability to create an Initial Performance Review for new hires (90 day appraisal).

- Ability to create a Performance Appraisal for an employee who has been out on a leave of absence.

- Ability to make goal adjustments throughout the performance appraisal period.
Contact Information

The Office of Human Resources
(302) 831-8677
hr-appraisals@udel.edu
http://www.udel.edu/prm/performance/
Questions