Employee Performance Management

Clemson University Office of Human Resources
What is performance management?

“Performance management is a joint process that involves both the supervisor and the employee, who identify common goals, which correlate to the higher goals of the institution. This process results in the establishment of written performance expectations later used as measures for feedback and performance evaluation.”

- Rogers Davis
  Assistant Vice Chancellor, Human Resources, University of California, San Diego
Performance Management Process

- Development
- Goals
- EPMS
- Performance standards
- Feedback
You are involved in performance management if you…

- Establish specific job assignments.
- Write job descriptions.
- Assign responsibility for strategic initiatives.
- Develop and apply performance standards.
- Discuss job performance with the employee and provide feedback on strengths and improvements needed.
- Conduct an annual performance evaluation.
- Plan for improved performance and employee development goals.
Purpose of EPMS

1. To provide an accurate and objective method to evaluate classified and unclassified (non-faculty) staff.
2. To establish in writing what is expected to be successful and how that success will be evaluated.
3. To improve work performance.
4. To assist management in assigning work and delegating responsibilities based on a mutual understanding of the classified/unclassified staff member's skills and abilities.
5. To encourage continued growth and development of all classified and unclassified staff.
6. To provide documentation to support recommendations for salary increase, promotion, reassignment, demotion, and termination.
EPMS System Basics

- State wide form for employee evaluation.
- Annual process.
- Used in salary increase, promotion, reassignment, demotion and termination.
- Permanent part of personnel file.
- If job responsibilities change significantly, form should be revised to reflect that change.
- Final appraisal AND planning stage must bear the signature of the rater, the reviewer and the staff member.
Components of Performance Management

1. **Setting Performance Goals** – *Beginning of period*
2. **Ongoing Performance Management** – *During period*
3. **Evaluating Actual Performance** – *End of period*
What should supervisor do at the beginning of the rating period?

- Review position description and make updates.
- Outline employee’s job function, objectives & performance characteristics for next year – Set Goals.
- Discuss key departmental goals for the year.
- Link supervisor’s expectations and employee’s goals to departmental and University goals.
- Schedule a private, uninterrupted meeting.
- Allow employees to ask questions and clarify expectations.
- Obtain signatures.
- Keep a copy of form and give copy to employee.
Goal Setting

Setting Performance Goals - Planning Stage, what the employee must accomplish to be successful.

- Conducted at beginning of each rating period.
- Includes job function, objectives & performance characteristics for next year (from position description).
- Rater and staff member should participate.
Goal Setting

Objectives

- Included when the staff member is assigned a special, non-recurring project or assignment that is not included on the staff member's position description. (example: certifications)

- If you have an objective, a success criteria is required.
Performance Characteristics

Rated as "acceptable" or "unacceptable" in the evaluation stage.

• Communication tool to emphasize those performance characteristics that are important to success.
• Not be weighted in the determination of the overall performance rating.

Examples:
Quality of work, safety, judgement

http://www.clemson.edu/humanres/PandP/E/epmschar.htm
University Goals

- Instituted by President Barker
- Top 20 Institution
- 27 goals/5 categories
- At least one goal is required for all employees

http://www.clemson.edu/roadmap/who.htm
Self-Check: Goals

- Are they realistic?
- Are they quantifiable? If not, how will you measure success?
- Are goals related to job?
- Are goals related to University goals?
- Are they clear and specific?
What should the supervisor be doing throughout review period?

- Feedback, open lines of communication – ongoing communication.
- Observe employee at work.
- Unofficial Mid-year review is encouraged.
- Update EPMS as needed.
- Point out success and failures as you see them.
- Keep probationary periods in mind.
Behavioral Feedback

- Used to describe specific incidents and examples of work performance.

- Behavioral feedback should be based on specific, observable or verifiable, data and information.
  *Your new marketing brochure led to a 20% jump in internet activity on our site.*

- Ask for his or her input before you decide what a behavior means. For example, you may observe that an employee’s productivity has declined. Before you decide that the employee is being irresponsible, get more information. You may find that there is a valid reason for the behavior or there are other factors which would contribute to your understanding.
  *I'd like to talk with you about the reasons for your decreased productivity.*

- Discuss the impact of the performance or its consequences. When an employee understands the impact of performance, he or she will know why it is important.
  *Because your portion of the report was incomplete, I had to work late in order to get the report out on time.*
Behavioral Feedback

Great for addressing poor performance…
1. This report was not your best work.
2. This report was not in the proper format. It was also 2 days late. What can we do to make sure it's in the proper format and on time next week?

Great for addressing great performance…
1. Wonderful job!
2. This report was the best yet. You used the format I requested and put in an extra effort to use the most up to date information.
What should the supervisor do at the end of the review period?

- Issue timely reviews (March 1).
- Issue a fair review – avoid personal feeling, biases.
- Review a calendar and look at work throughout the year.
- Use behavioral examples.
- Plan education and development opportunities.
Delivering the appraisal

- Plan comments ahead of time.
- Rater and reviewer should sign in advance of meeting with employee.
- Schedule time and a private place to meet.
- Review appraisal with employee.
- Discuss positives first.
- Discuss areas needing improvement.
- Discuss areas for growth.
- Obtain signatures.
Common EPMS Mistakes

- No planning stage.
- Missing signatures.
- Failure to list success criteria.
- Failure to describe actual performance.
- No summary/improvement plan.
Warning Notice of Substandard Performance

- Covered employees eligible before they receive a Below Performance Rating and are removed from the position.
- Must be a written notice.
- 30-120 day improvement period.
- Should include how to improve/requirements.
- Should meet with reviewer regularly during improvement period.
Substandard Performance

- If receives below performance requirements, on any essential job function or objective which significantly impacts performance as noted in the warning notice by the end of the warning period, the staff member shall be removed from the position immediately (i.e., terminated, reassigned, demoted).

- Must receive a written appraisal prior to the end of the warning period or the staff member will receive a "meets performance requirements" rating by default.
Probationary Employees

- New staff must receive rating before end of 12 month probationary period, if not meets will be given.
- Probationary period cannot be extended.
- If not performing, will be terminated before permanent status.
- Don’t need to comply with Substandard Performance Policy.
- No Grievance rights.
Trial Period

- Covered staff member who has been demoted, promoted or reclassified shall serve a six month trial period in the position.
- If successful, retains permanent status in the class.
- Trial period may be extended up to 90 calendar days upon written notice to the staff member prior to the end of the six-month trial period.
- Can demote or reclassify in trial period if not into a lower pay band or without substandard performance notice.
Conclusion