PERFORMANCE MANAGEMENT

Spring 2017

Introduction & Background – The Why

A 2012 Gallup Poll of employees in 142 countries found that, on average, 87 percent of them are either "not engaged" or "actively disengaged" (63% and 24% respectively), and only 13% were "engaged."

Let's use the analogy of a rowing team. 1 of the team members is rowing his or her heart out, 5 are just taking in the scenery, and two are actively trying to sink the boat.

Employee satisfaction through effective supervision leads to engagement and engagement leads to performance resulting in accomplished goals and objectives.

Over the past few years, more organizations are abandoning or drastically revising the structured annual performance review process.

The annual performance appraisal process may raise anxiety for some, especially if they have not received ongoing feedback throughout the year.

Supervisors report dreading the annual cycle of the performance appraisals and the looming deadline.

The annual appraisal is a formal way of looking back a full year. Managers are expected to recall each employee's performance and objectively summarize the performance in one formal meeting. The formality of the meeting may be very structured and over rehearsed or very rushed and not completely thought-out or objective.

More emphasis needs to be placed on having forward thinking conversations and begin working on goals, objectives, and/or priorities.


The Human Resources team dug in to learn more about current models, employees' desires, managers' preferences and best practices within varying industries, including higher education. This included attending professional conferences and webinars, literature research and discussions with peer groups.

On our own campus, a focus group was assembled and the group consisted of representatives from various departments across campus and included faculty and staff members, with and without supervisory responsibilities. Feedback included the following:

- The program needs more leadership buy-in. Further points included that the process should be mandatory as well be more closely tied to our mission and vision.
- Participants suggested the need for current, regular feedback, possibly quarterly goals and quarterly meetings.
- It was recommended that we research further ways to link performance to pay increases as well as exploring ways to customize the form by position, department or EEO categories.
- The group also expressed interest in a 360 degree review process, or at least the ability to provide feedback regarding their manager's performance.
- Finally there is a desire to acknowledge employees for actively pursuing learning opportunities and employees that are growth minded.
- Most of the feedback from the focus group was consistent with the white papers and journal articles regarding organizations' new practices.
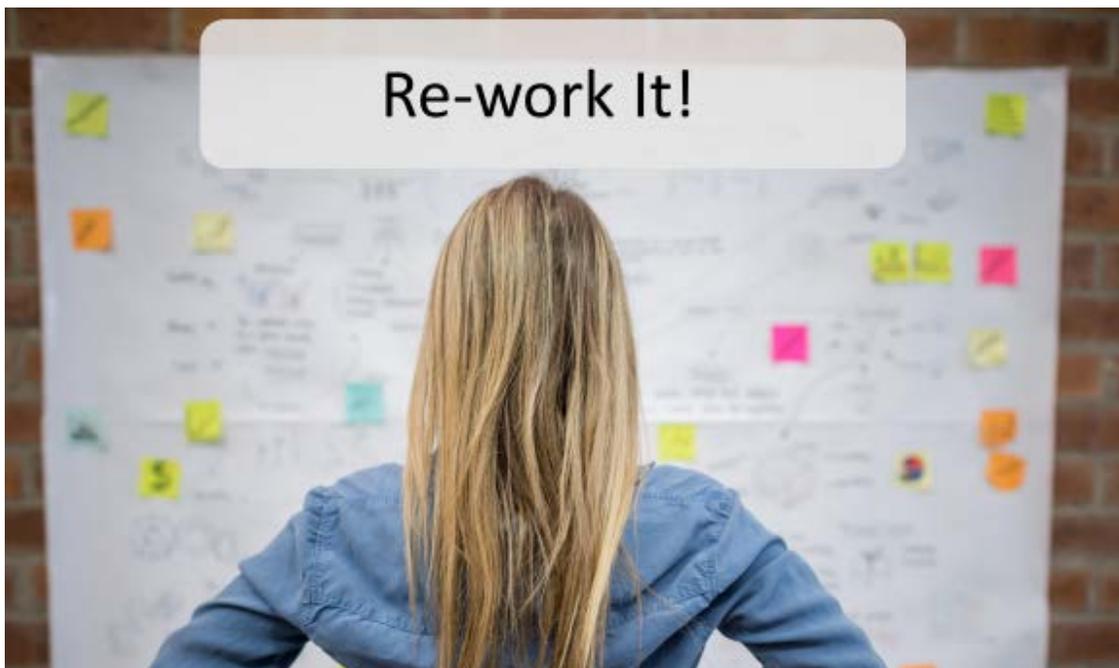
It is time to update and rework the formal annual performance appraisal process!

Positive feedback was received about the current online, easy to use although sometimes hard to download, upload and route form do to the different computer systems such as MAC vs PC, and internet browsers.

We recognize that we are not prepared to re-engineer an online solution using our current SAP platform. **Prior to making any enterprise wide changes, HR and IT members are reviewing our current SAP platform and exploring a long term online solution that will allow for flexible performance appraisals and include many of the features the focus group identified.**

Potential revisions may involve a significant personnel and financial commitment.

In the meantime, we are launching a modified, simpler solution that will start to incorporate more contemporary and timely practices.
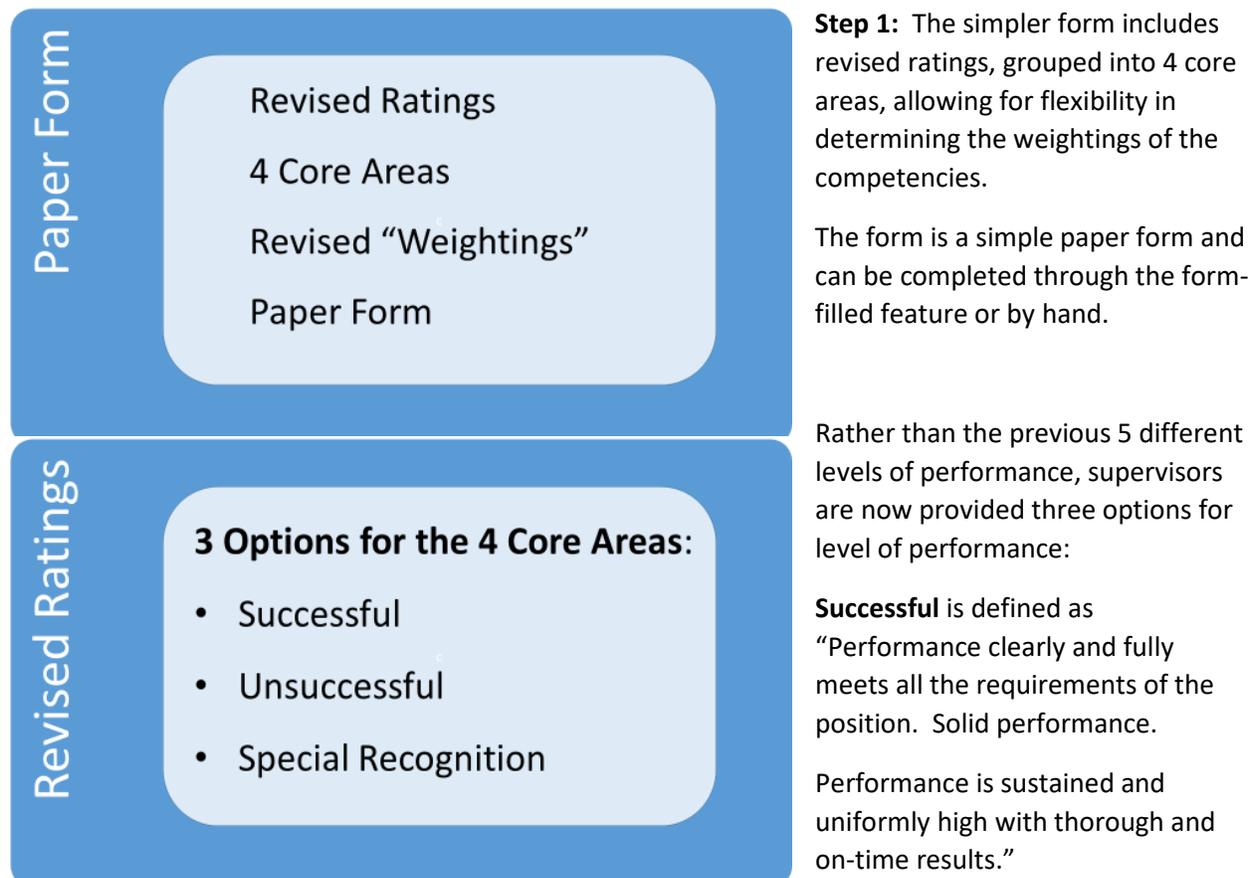
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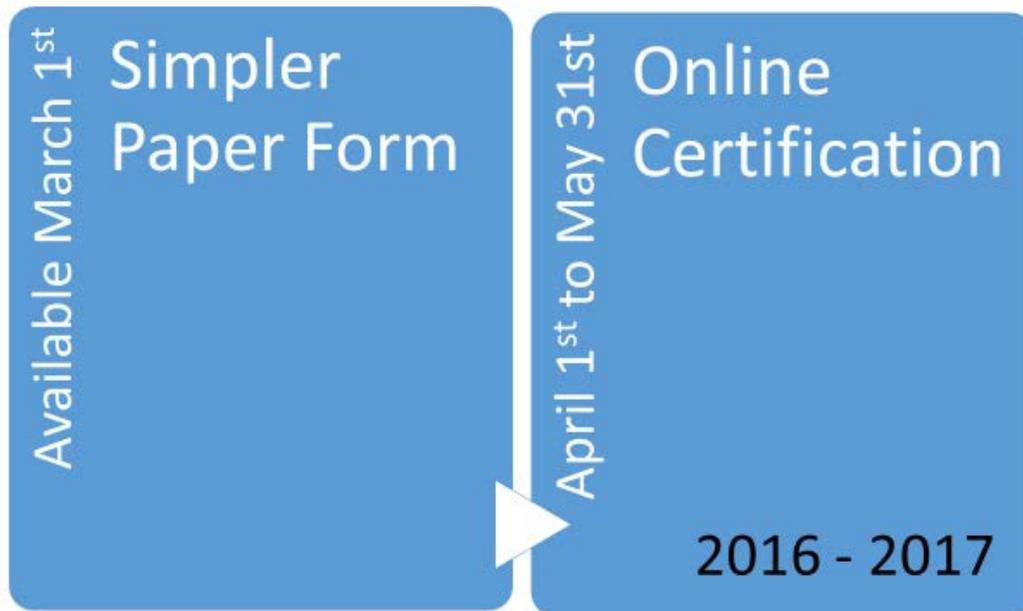
This year we are implementing a simpler, two-step process.

1st Step - A modified paper form is available, at olemiss.edu/hr.   Supervisors are required to forward the completed paper forms to Human Resources at Howry Hall.

2nd Step - Between April 1st and May 31st, supervisors will be prompted to certify that they have met with their employees.

Paper Form

Revised Ratings

4 Core Areas

Revised "Weightings"

Paper Form

Step 1: The simpler form includes revised ratings, grouped into 4 core areas, allowing for flexibility in determining the weightings of the competencies.

The form is a simple paper form and can be completed through the form-filled feature or by hand.

Revised Ratings

3 Options for the 4 Core Areas:

- Successful

- Unsuccessful

- Special Recognition

Rather than the previous 5 different levels of performance, supervisors are now provided three options for level of performance:

Successful is defined as "Performance clearly and fully meets all the requirements of the position. Solid performance.

Performance is sustained and uniformly high with thorough and on-time results."

Unsuccessful is defined as **"**Performance is less than expected.   Employee is not performing fully to the requirements of the job. Needs further development.

The rating of "Special Recognition" is available to acknowledge exceptional performance. **Special recognition** is defined as "Performance consistently demonstrates exceptional accomplishments and quality and quantity of work is easily recognized as truly exceptional by others."

Examples of the differing level of performance are available for supervisors to reference and to coach on how the level of performance is determined. http://olemiss.edu/hr/appraisals.html

The options for the overall performance appraisal rating are "successful" or "unsuccessful."

The competencies or "factors" as previously referenced are still the same. However, the individual factors, are grouped in categories that support the University's mission, vision, and core values.

Indicate the level of performance by selecting the appropriate descriptor	U	S	SR
Respect for the Dignity of Each Person – Consider the following Competencies			
Customer Service – Consistently provides timely and professional service, treats others with courtesy, and follows up as needed.			
Cooperation/Teamwork – Displays a cooperative attitude. Demonstrates consideration of others, maintains rapport with others, and helps others willingly.			
Communication – Communicates well with others in a clear, concise, accurate, and timely manner and makes useful suggestions. Maintains appropriate contact with others. Effectively uses communication skills to proactively and thoroughly communicate job-related information and knowledge.			
For Supervisors/Managers			
Leadership – Demonstrates effective supervisory abilities, gains respect and cooperation, inspires and motivates others, and directs work group toward a common goal. Serves as a positive role model.			
Coaching & Evaluations – Evaluates performance and conducts timely performance appraisals. Provides staff with on-going performance coaching.			
Mentorship – Provides guidance and opportunities to his/her staff for their development and advancement.			
Fairness & Civility - Consider the following Competencies			
Managing Conflicts – Resolves work-related problems and works to correct performance problems.			
Judgment/Problem Solving – Effectively analyzes problems, determines appropriate action for solutions, and exhibits timely and decisive action.			
Good Stewardship - Consider the following Competencies			
Completion of Work – Completes tasks as assigned and meets deadlines.			
Quality of Work – Exhibits the required level of job knowledge and/or skills to perform the job. Assignments completed by the employee meet quality standards.			
Planning/Organizing – Plans and organizes work, establishes appropriate priorities, anticipates future needs, and completes assignments effectively.			
Dependability/Accountability – Monitors projects and exercises follow-through, adheres to time frames, arrives on time for meetings and appointments, and responds			

1 rating for the group of competencies

1 rating for the group of competencies

1 rating for the group of competencies

With the competencies grouped in these core areas, the rater has more flexibility on how much weighting should be considered for each of the individual competencies, rather than having to rate each and every one and each and every competency having the same weighting.

Only one rating will be required for each grouping of competencies.

1. One rating for competencies related to "Respect for the Dignity of Each Other"
2. One rating for competencies related to "Fairness and Civility"
3. One rating for "Good Stewardship"
4. One rating for "Community of Learning"

The options for the Overall Performance Rating are Successful or Unsuccessful.

Supervisors and employees are still encouraged to include comments and additional pages of comments or supporting documents may be submitted with paper form. Forward completed forms to Human Resources, Attn: Howry Hall

The paper form may be found on the Human Resources website, olemiss.edu/hr/performance.html or under the "Paper Forms"
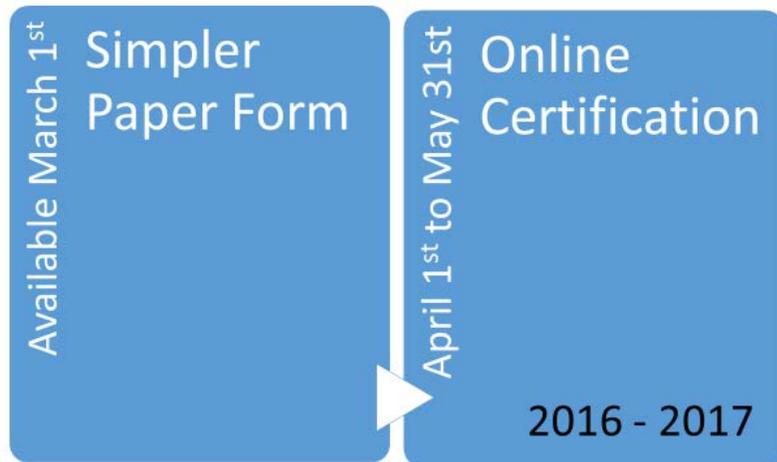
 As of April 1st, managers will have two months to certify that they have met with their employees.

Supervisors will be prompted to submit an online certification confirming that he/she has fulfilled the responsibility of meeting with each employee.

The certification states "Barring employees that are not available due to an extended leave of absence, I have fulfilled my responsibility as a supervisor and have met with each of my eligible employees by the published deadline. Each employee is aware of his/her current performance level (successful or unsuccessful).

Temporary and retired employees are not eligible for a formal review. Please refer to the Performance Management policy regarding probationary employees."

Representatives of the Department of Human Resources are responsible for the oversight and administration of the performance management systems for staff members. Supervisors, managers, directors, chairs, and department heads are responsible for the timely completion of the reviews, goal setting and tracking of the employee's progress/development.

Myth: Employees continue to report that Human Resources doesn't allow for "high" ratings or too many "high" ratings.

Fact: Effective supervisors provide timely, on-going honest feedback and assign the appropriate ratings. Human Resources does not review each appraisal and does not have a "quota" system for successful and unsuccessful ratings.

While it may seem like an added responsibility for supervisors with "full plates," supervisors that provide ongoing feedback against established goals, objectives, and priorities are actually making their job easier. The work group will have a greater likelihood of meeting or exceeding the department's goals.

Your employees will always know what is expected. And employees appreciate the interest in their success.

Managing performance and performance feedback should be an ongoing habit; the annual review then becomes a non-event, a formalization of the previous meetings. It is important to discuss strengths and successes as well as deficiencies.

Employee satisfaction through effective supervision leads to engagement and engagement leads to performance resulting in accomplished goals and objectives.

Imagine your workplace and work environment with more engagement.

Imagine increased alignment with your manager's expectations and if you are supervisor, more alignment with your employees' expectations.

Imagine the ease of providing feedback ongoing, resulting in "lightweight," real time conversations. Less frequent conversations may be over constructed and/or over rehearsed.

What's Next?

We look forward to continuing to work with our teams on campus to develop a performance management system that is current and meets the needs of our employees and supervisors while using state of the art technology.

We appreciate everyone's patience as the performance management systems are under construction.

Reminders:

1. The paper form is available at olemiss.edu/hr/performance.html.
2. Supervisors will be prompted to submit an online certification confirming that he/she has fulfilled the responsibility of meeting with each employee. Continue having forward thinking conversations and begin working on goals, objectives, and/or priorities.

Contact Human Resources for any additional information or if you have questions, by emailing hr@olemiss.edu.