Agenda

- Performance Management Philosophy
- Performance Appraisal Process
- Scenarios
- Forms
- Q & A
Who, When and How?

Who?
- All Staff Members in Regular Positions
- Hired Prior to January 1, 2020
- TCU Temporary Staff (Highly Recommended)

When?
- Performance appraisals are due in HR no later than 5:00 pm Friday January 31, 2020.

How?
- Preferred method - scan to resolve@tcu.edu
Why?

- University-wide measurement of employees’ performance
- Provides formal opportunity for feedback and coaching
- Links appraisal and reward for merit-based pay considerations
- Provides documentation
- Supports employees’ career plans discussion
Process

**Employee** completes self-appraisal, proposed new goals, and job description.

**Supervisor** evaluates performance of essential duties & accomplishment of goals.

**Supervisor and Employee** meet to review annual appraisal.

Provide at least 5 business days to complete.

Review documentation independently.

Prepare for meeting by reviewing self-appraisal and prioritizing questions.
# Roles and Responsibilities

<table>
<thead>
<tr>
<th>Supervisor</th>
<th>Employee</th>
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<tr>
<td>Provide year-round, constructive feedback</td>
<td>Maintain or adjust performance/behavior based on feedback</td>
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<tr>
<td>Review job description (independently)</td>
<td>Submit self-appraisal, proposed new goals and job description updates by deadline</td>
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<tr>
<td>Provide at least five business days to submit self-appraisal, job description edits and proposed goals for new year</td>
<td>Evaluate performance of essential duties &amp; accomplishment of goals objectively (independently)</td>
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<td>Review documentation (independently)</td>
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<tr>
<td>Complete the appraisal and assessing performance towards goals/job description and include any written counseling</td>
<td>Prepare for meeting by reviewing self-appraisal and prioritizing questions and comments for discussion.</td>
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<td>Schedule meeting in advance</td>
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**Considering Legal Aspects**

- **Do not** consider nor comment on employee’s - age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, genetic information, covered veteran status, or any other basis protected by law.

- **Do not** hold any protected leave (e.g. FMLA, Jury Duty, Military, etc.) against an employee.
Considering Legal Aspects

- Ask Yourself:
  - Did you have on-going feedback with the employee throughout the year?
  - Is the appraisal free from personal opinions and non-essential comments?
Scheduled Check-in

TWO MONOLOGUES DO NOT MAKE A DIALOGUE - JEFF DALY

January

October

April

July
Structuring Feedback Using SBI

S - Situation
Describe the situation. Be specific about when and where it occurred.

B - Behavior
Describe the observable behavior. Don't assume you know what the other person was thinking.

I - Impact
Describe what you thought or felt in reaction to the behavior.

Center for Creative Leadership
Appraisal Documents

- Exempt & Non-Exempt Performance Appraisal
- Self-Appraisal
- Goal Template
- Sample Phrases
- Forms in Spanish
Self-Appraisal Form

- Highly recommended, but not required
- Creates an opportunity for:
  - Self-reflection and accountability
  - Productive dialogue
- Retain a copy for your records
- Do not submit to HR
Non-Exempt Form

- EE: Exceeds Expectations
- ME: Meets Expectations
- NPD: Needs Performance Development
- DNM: Does Not Meet Expectations

Define 2020 goals and training needs.

Provide narrative with examples to support EE, NPD, and DNM ratings.
Exempt Form

- **Performance Strengths and Weaknesses**
  - Consider areas such as job knowledge, quality of performance, working relationship with supervisor, problem solving, creativity, initiative, leadership and supervisory responsibilities.

- **Current Goals**
  - Identify progress made on any established goals for the current appraisal period.

- **Future Goals**
  - Identify mutually agreed-upon goals and identify training needs for the next appraisal period.
SMART Goals

Specific: What is the employee expected to deliver?

Measurable: How do you know if the goal has been reached?

Achievable: Can the goal be accomplished?

Relevant: Will this goal lead to the desired results?

Time-bound: “by when?”
Conducting the Appraisal

- Conduct appraisal privately
- Allow for two-way discussion
  - Review employee’s self-appraisal, job description & career plans
  - Actively listen
  - Discuss 2019 performance
  - Finalize 2020 goals
- Ask employee to sign and provide them with a copy
- Allow employee time to respond with written comments within a specified timeframe
- Submit original to HR by January 31, 2020
Policies
1.005 Prohibited Discrimination Harassment and Related Conduct
2.070 Code of Conduct
6.020 Family Medical Leave Act

Employee Assistance Program (EAP)
1.800.327.1393