Winthrop University Performance Management Training for Supervisors

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Training Outcomes

A to Z of Completing Performance Evaluations for Direct Reports

Relationship of Position Descriptions to Performance Evaluations

Performance Improvement Plan

PeopleAdmin Performance Management/EPMS Forms

Why Are Performance Appraisals Important?

Employees are aware of the supervisor's expectations

Strengthens work relationship between supervisor and employee

Eliminates surprises!

Allows opportunity to hear employee feedback and concerns

Employees NEED feedback

EPMS Policy

➢Employee Performance Management System

➢Division of State Human Resources Must Approve Policy

➢Policy Must Comply With State Human Resources Regulations

EPMS Policy Applicability

Covered State Employees

- **A covered employee is a full-time or part-time employee who has completed the probationary period and received a "successful performance" rating on the performance review, and who has grievance rights under the State Employee Grievance Procedure Act**

Probationary Employees, as applicable

- **An employee who occupies all or part of an FTE position and is in the initial 12 months of employment**

Employees Not Covered By EPMS Policy
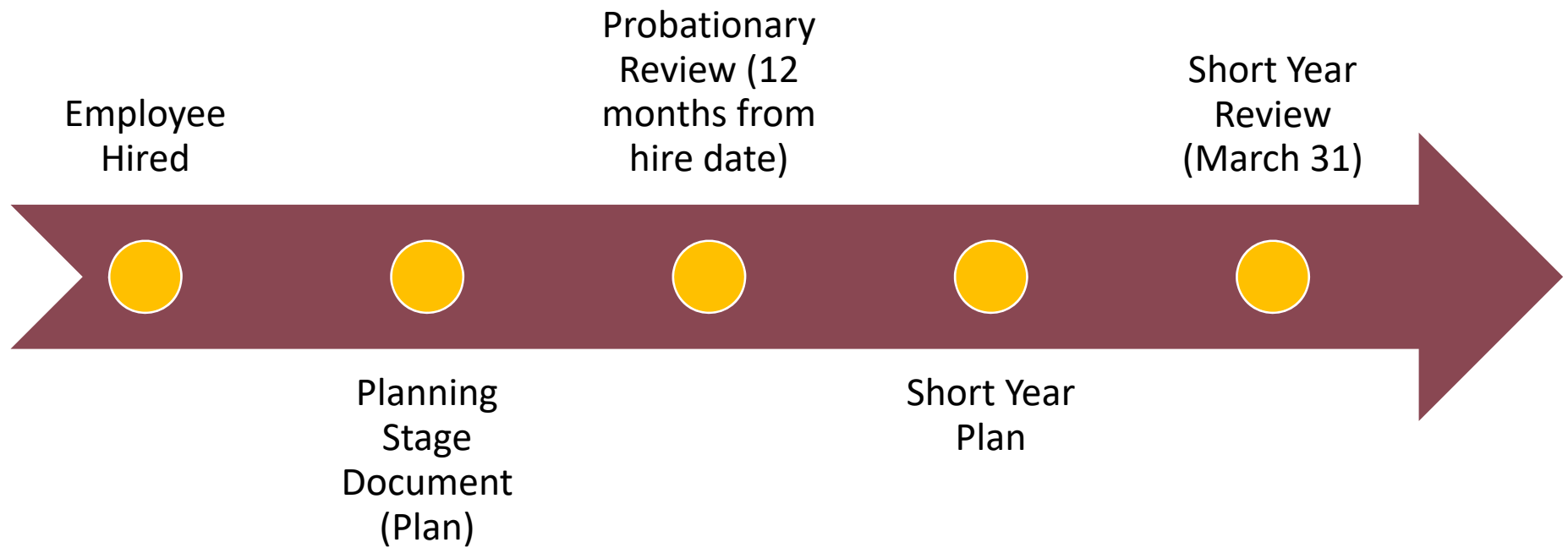
Instructional Faculty

Academic Administrators

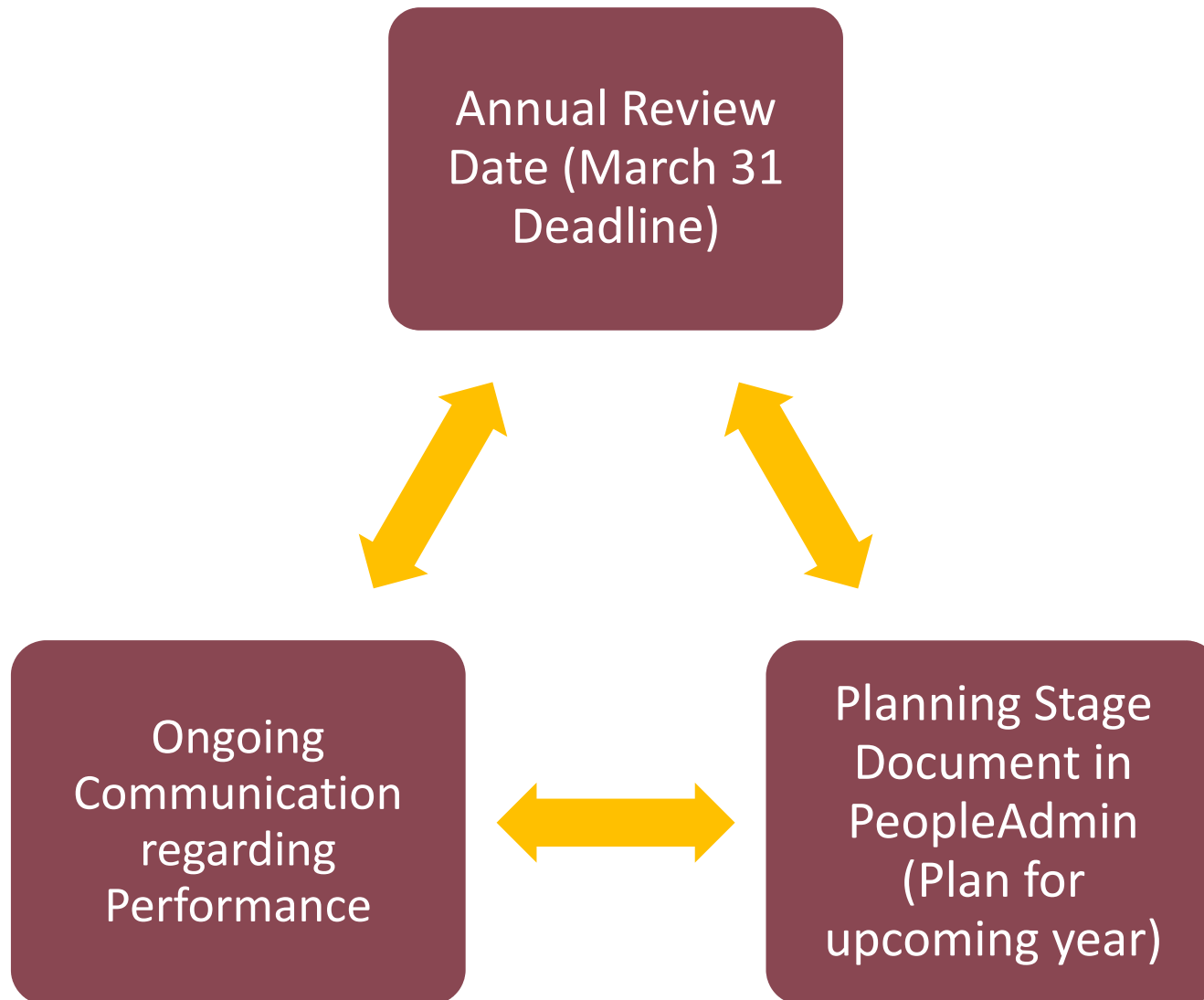Unclassified Athletic Employees and Coaches

Rehired Retirees

Temporary, Temporary Grant, Time Limited

New Employee Review Process

Employee Hired

Planning Stage Document (Plan)

Probationary Review (12 months from hire date)

Short Year Plan

Short Year Review (March 31)

Annual Review Cycle

Position Descriptions vs Performance Evaluation

➢ Job Functions and Success Criteria from the employee's existing position description are imported into the Performance Evaluation in the PeopleAdmin system

➢ Supervisor works with Employment Manager in HR, Kim Sipes to update position descriptions

➢ Supervisor provides information for Job Functions and for Success Criteria for each Job function

➢ When writing a position description, supervisors should use no more than 4-6 job duties if possible (all PDs should include 5% "Performs other duties as assigned"

Success Criteria

- Success Criteria indicate how the corresponding Job function is measured – "How will the supervisor know the employee is successfully completing that Job Function?"

- Sets expectations regarding the level of performance required; includes criteria that are measurable, objective, and attainable

- Can be difficult to develop at first, but it does become easier with practice

Success Criteria
Example

Job Function

Serves as receptionist to the department. Greets and routes visitors; answers departmental phone and routes call to appropriate person; provides general information to visitors and callers; manages departmental email and responds to inquiries or routes inquiry to appropriate person; receives and distributes departmental mail.

Success Criteria

Interacts positively with visitors and callers; listens carefully to questions and provides accurate and appropriate information; responds to email promptly and within 24 hours of receipt; verbal and written communication are professional and appropriate.

Success Criteria Example

Job Function

Supervises operations staff; manages distribution of work among staff; completes performance appraisals and manages discipline-related issues as necessary; ensures work is performed efficiently and staff are trained and equipped to successfully perform their work.

Success Criteria

Communicates regularly with staff regarding job duties; manages staff concerns, and to the extent possible provides a positive work environment; completes and administers performance evaluations for direct reports according to Winthrop's EPMS Policy; maintains and updates position descriptions for direct reports as necessary.

Example

MPS Ratings Guide- Click here to view information on the Rating Levels.   ✓ABC Check spelling

Required fields are indicated with an asterisk (*).

Job Functions and Objectives/Success Criteria

Description of Job Function:

Serves as subject matter expert regarding PEBA health insurance and other benefits options and interprets/explains related programs, plans, regulations, and documents to Winthrop employees. Meets one-on-one with employees as necessary to provide information regarding health insurance and other benefits options. Assists employees with completion of enrollment/payroll/insurance coverage documentation; advises/provides referral resources for employees with problems regarding claims processing. Serves as a liaison between employees and PEBA, insurance carriers/healthcare providers, and tax shelter/optional retirement vendors. Assists employees with open enrollment, appropriate documentation required by PEBA, optional retirement vendors and COBRA. Update benefits elections data for new hires and terminations on the state website and ensure accuracy of elections through payroll audit.

Success Criteria:

Demonstrates daily an ability to answer questions for employees and payroll related to PEBA. Update benefits in Banner timely in conjunction with payroll processing. Monitors and corrects discrepancies found in daily reports on benefit related information. Confirms accuracy of benefit deductions and extended leave impacted pay issues during the trial payroll. During open enrollment audits all necessary information and submits approvals online in a timely fashion. Proactively works to promptly identify any issues with benefit enrollment process..

Percentage of Time:

35

Current Year Focus :

As the SME in the benefits area, continue to stay current with all changes from PEBA, the law, and our policies. Continue to meet with our employees in person to develop relationships with them and to assist them with their questions. Coordinate the 2023-2024 open enrollment and assist the employees with their documentation and answers to their many questions. Continue to build your knowledge of payroll processing of the employee benefits and entry into our multiple systems. Prepare for open enrollment and audit your processes to make sure employees benefits are correct and as requested. Continue to work with PEBA to build relationships and avenues that will assist you with your questions.

* Rating

| Please select ⌄ |

* Comments

[   ]

Planning Stage Meeting

Review position description with employee

Discuss current year focus and goals for new rating period

Two-way discussion; allow employee to provide feedback

Performance Characteristics and Goals

- Supervisors may choose to include Performance Characteristics in the Plan as a tool to enhance communication regarding the employee's performance

- Performance Characteristics include topic statements arranged by performance areas such as: functional; personal; interpersonal, and supervisory (all supervisors must be rated on the performance characteristics of "promoting equal opportunity" and "timely completion of evaluations for direct reports")

- Performance Characteristics are rated as "Satisfactory" or "Unsatisfactory" on the Performance Evaluation

- Goals are optional, but provide an opportunity for a supervisor to include special or non-recurring projects or assignments to be rated

Performance Evaluation

Supervisor completes evaluation in PeopleAdmin as early as, but no more than 90 days prior to the end of the rating period and Submits

Reviewing Officer Approves

Supervisor meets with Employee

Employee Acknowledges in PeopleAdmin

Completing The Evaluation

Choose a Rating for Each Job Function AND and OVERALL Rating

- Substantially Exceeds = work or performance that is considerably and consistently above the requirements of the job
- Exceeds Performance Requirements = work or performance that is above the requirements of the job
- Meets Performance Requirements = work or performance that is routinely satisfactory
- Needs Improvement = work or performance that requires improvement, generally in certain areas
- Unsatisfactory = work or performance that fails to meet the requirements of the job

Completing The Evaluation

Include Comments/Feedback for Each Job Function

- Should provide appropriate feedback to the employee

- Should provide a thorough and clear review of the employee's performance

Performance Evaluation Meeting

Schedule the meeting and provide ample time for a thorough discussion

Provide honest feedback

LISTEN!!

Substandard Performance

➢Supervisors MAY NOT provide an "Unsatisfactory" <u>overall</u> rating without first providing a written Performance Improvement Plan (PIP)

➢Supervisors MAY provide an "Unsatisfactory" rating on individual job functions

➢MUST work with HR in the development and implementation of a PIP

QUESTIONS??