

# University of Alaska

# Faculty/Staff Performance Management Guide

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UA HUMAN RESOURCES

FEBRUARY 2020

# Performance Excellence at UA

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- Promotes a focus on **goals, competencies, and development**
- Create a **shared understanding** of performance & **expectations**
- **Supervisor's focus is to coach** and provide tools to increase performance
- **Foster listening** to the employee and understanding their needs to enhance their effectiveness
- Reviews **can be done multiple times** throughout the year

# What Great Supervisors Do

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- They **select for talent** - not just for experience, intelligence, or determination
- When setting expectations they **define the right outcomes** - not the right steps
- When motivating someone they **focus on strengths** - not on weaknesses
- When **developing an employee** they help them **find the right fit** - not simply the next rung on the ladder
- They consider **job competency and behavior**
  - Employee demonstrates their effectiveness in relation to their job duties
  - Employee is accountable for their behavior

# Planning For Review & Environment

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- Advance planning – employee self appraisals should be completed at least 2 weeks prior to discussion.
- Plan for open dialogue – opportunity to review performance, consider lessons learned, progress for period, and establish goals and objectives for next period.
- Lay out plan for performance discussions – collect and review notes and performance based examples.
- Schedule sufficient time to focus on the review.

# Planning For Review & Environment

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- Prepare to discuss the full range of issues which may arise in the performance management discussion.
- Open dialogue – remember this is a shared dialogue. Encourage employees to share what tools they need to increase their performance and effectiveness.
- Respect confidentiality of the review discussion when possible.
- No cell phones, no emails, no text messaging, no electronic devices, no interruptions

# Planning For Review & Environment

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- Job description/addendums should tie together with performance management.
- Performance has two factors
  - Job duties – WHAT the employee is hired to do
  - Job competencies – HOW the employee completes their job duties
- Review and discuss the job duties and how the competencies relate to the duties
- Handle dissent professionally – disagreements should be noted as a matter of record

# Effective Communication Skills

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- Listen to understand - until they feel you understand
- Use empathetic listening if you hear emotion
- Ask “What decisions did we make?”
- Make sure the institution/team’s goals match the employee’s job goals
- Work together to develop a path forward



# Before You Start

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- Focus on
  - Performance period **goals**
  - Identify areas of **strength**
  - Choose one or more areas to **develop**
- Consider the S.M.A.R.T. approach when setting goals
  - **Specific** (simple, sensible, significant)
  - **Measurable** (meaningful, motivating)
  - **Achievable** (agreed, attainable)
  - **Relevant** (reasonable, realistic and resourced, results-based)
  - **Time bound** (time-based, time limited, time/cost limited, timely, time-sensitive)



# Goal Setting/Setting Standards

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- Recommend and recognize behaviors that are aligned with organizational business plans
- Establish milestone review dates

# Training and Development

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## ➤ Required Training

- Make sure UA required training is scheduled or complete
- Additional mandatory training may be assigned based on job requirements

## ➤ Professional Development

- Discuss where the employee would like to focus professional development efforts during the review period
- Supervisors are there to support employees achieving their goals

# Performance Period – Track Progress

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- Employee and supervisor should **meet regularly during the performance period**
  - Document achievements and any goal changes/updates
  - **Add** professional **development** training, experience, etc. to the review **as needed**
  - If **changes** were made during the period, keep notes

# End of Review Rating

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## ➤ Provide comments

- If an employee earns a **“Needs Improvement” rating, provide an action plan** to address the rating
- Human Resources is available if assistance is needed



# Employee Acknowledgment

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- Once the ratings are complete, the supervisor and employee should **meet to discuss the final review**
- Employee acknowledgment only confirms that the performance review is complete

# Resources

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- UA Human Resources (907) 450-8200, [ua-hr@alaska.edu](mailto:ua-hr@alaska.edu)
- Collective Bargaining Agreements
  - United Academics – UNAC: <https://www.alaska.edu/labor/unac/>
  - United Academic – Adjuncts: <https://www.alaska.edu/labor/adjuncts-info/>
- Find this PDF at
  - <https://alaska.edu/hr/> under “What’s New”
  - <https://www.alaska.edu/myua/> under “Performance Evaluation Guide”

Thank you!