

University of Richmond

Performance Feedback and Development Program

FREQUENTLY ASKED QUESTIONS

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Compensation

- ***There is an inevitable link between these performance related discussions and compensation. In the past, a certain number meant a certain pay increase. How does this new system change this link for employees?***

In the past, the numbers weren't consistently linked to pay increases. A "35" might equal a 3% increase in one area and a 4% increase in another. In other departments a "33" might be worth a 37 cent increase and a "34" worth 38 cents. By using three broad categories we acknowledge the reality that most UR employees meet the expectations of their jobs and should expect a predictable increase within a certain range. A very small few do not meet expectations and should receive a small or no increase. A larger group exceeds the expectations of their job every day. This system requires that the supervisor provide examples of such high performance and in return, employees can expect higher increases but still within a predictable range.

- ***How will salary decisions be made?***

The supervisor and employee will have a conversation about salary decisions separate from the performance conversation for the PFD process. Separating performance conversation from salary conversation helps encourage two-way communication.

- ***If two people have exceeded performance standards, how does this ensure that they each will receive equal raises?***

A salary proposal is being reviewed, that outlines if employee exceeds expectations consistently through the year, the supervisor will provide written support of that to their supervisor recommending a salary increase. Recommendations for all salary increases will go up to the Vice President in that area for review for consistency and equity. Performance Feedback & Development Program Page 3

- ***Is salary increase based on cost of living and/or performance based?***

The Board of Trustees has mandated that salary increase would be entirely performance based. There is no cost of living increase for salary increases.

- ***How will the recommendation for a salary increase get made for those employees who exceed expectations?***

That form hasn't been developed as of yet.

### **Performance Feedback - (Forms)**

- ***What is a quick way to see what information needs to be covered?***

The check-box list on form page 1 can serve as an agenda for performance conversation.

- ***Why doesn't the form include a number-rating scale?***

The performance conversation is not supposed to be about the number ranking, but about the content behind the number. Many people view a number rating as a "grade" of their performance rather than receiving meaningful feedback. Most employees are familiar with such yearly confusion as "Why did I only get a 38 this year when I had a 39 last year?" For many, the entire conversation at the end of each year is focused on the grade/score rather than the meaning behind it. Removing the numbers shifts the focus to talking about the performance.

- ***What is the focus for the check boxes does not meet/ meets / exceeds?***

The context for boxes is individual performance and how it contributes to the success of the work unit and department.

- ***Is it the same form for exempt and non-exempt employees?***

Yes.

- ***Can you contribute information prior to the final review where the box is checked for does not meet or meets/exceeds?***

Yes. The supervisor will not lock in the check box prior to having the performance conversation.

- ***How will supervisors know that they need to submit a letter or documentation for an "exceeds" performance?***

They will receive instructions and a method for fulfilling that documentation.

- ***Wouldn't it make more sense to have 3 boxes for expectations?***

Yes: Does not meet expectations, Meets expectations, and Exceeds expectations.

## **Performance Feedback - Process and Content**

- ***Will there be any evaluation (360 degree assessment) of managers?***

We are taking small steps now to get to the point that we can conduct manager assessments.

- ***What happens to handle any discrepancies between the employee self-evaluation and the supervisor's review?***

Most often, the supervisor will incorporate the information from the self-review into the documentation for the review. The supervisor needs to acknowledge any discrepancies in the documentation.

- ***What is the order of the process?***

All employees and supervisors will begin the process with planning for the upcoming year. During the fiscal year cycle, they will have at least one conversation about how the employee is doing in achieving that plan. The employee and supervisor will review the performance during this mid-year discussion and prior to the end of the fiscal year cycle.

- ***How is performance differentiated between "meets" and "exceeds"?***

Performance that meets the standard addresses each of the minimum requirements outlined in the job responsibilities, goals, and competencies. Performance that exceeds the requirements would provide extra quality services or exceed the expectations set by that responsibility, goal, or competency.

- ***What about an employee who meets performance on 3 out of 4 goals and competencies and don't meet on 1 critical area?***

The rating for meets will be for meeting most of the targets. A Performance Improvement Plan could be used to address the 1 critical area where performance was not met.

- ***Would the supervisor be required to include the self-evaluation in the packet for a recommendation for "exceeds" performance as part of the documentation?***

Yes.

- ***Will there be training on how the PFD process works?***

Yes, there will be training for all supervisors and employees.

- ***What will be done about including new hires in the PFD process during year?***

All new employees will receive information about the process and training in how the process works. New employees will receive a review at end of 6 month probation period and will also receive a review at the end of the fiscal year if they started the year early enough to be included in that cycle.

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- ***If the employee didn't feel that the measurement was a fair way to be evaluated then how is it addressed?***

If it seems unreasonable, then employee needs to document in the PFD that it is unreasonable. The supervisor of that supervisor is also looking at the realistic measurement of a goal. The year-to-year review will also help address adjustments in goals.

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- ***Who will get copies of the PFD form to review? Who receives copies at the beginning of the cycle and at mid-year?***

HR receives the form at the end of the year.

- ***How do you address things that come up and aren't covered in the plan?***

Section V gives an opportunity to include these items in the planning and review.

- ***Is the faculty on board with the program?***

The faculty department chairs will use the same forms when they have conversations with employees.

- ***When is the rollout?***

July 2008 is when the first set of goals will be set.

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- ***How will employees feel safe giving honest feedback to supervisors?***

Employees will receive training on using the system. We are exploring the use of 360-degree assessment and feedback.

- ***How will the process look different or not for part time employees?***

It will not look different for part time employees. It will not be used for temporary employees.

- ***How many goals do you have to achieve or not achieve before you are rated down?***

If the employee has not met the overall goals that were established, then the employee will be rated does not meet expectations and a Performance Improvement Plan will be created.

## **Training**

- ***Why aren't supervisors required to attend the training?***

UR doesn't have a "mandatory" culture. We don't have a way to enforce attendance. Supervisors will be evaluated on how well they use the PFD process.

- ***How will employees know that all supervisors have been trained and will they be?***

Face-to-face training will be provided for all supervisors.

- **What about new employees?**

New employees will receive training on the process as they enter the University's employment.

- **Will manager training be mandatory so that managers review people consistently?**

Evaluations are subjective. No system can guarantee that all employees are evaluated the same way. We can take bias out of the system through training people. Having a structure for developing goals will help remove bias. Managers and employees will be expected to attend training.

### S.M.A.R.T Goals

- **What do you mean by "SMART" goal?**

Specific

Measurable

Achievable

Relevant

Time-driven

- **How do the SMART goals get developed? By supervisor? By employee? By both?**

It is a conversation between the employee and the supervisor that sets the goals.

- **How does a job responsibility relate to drafting a goal?**

You can use job responsibilities from the position description to draft a goal for the fiscal year period. The goal can incorporate the job duties from the position description as long as it is specific to that yearly cycle and should also identify what is relevant, achievable, time-driven and measurable in that same yearly cycle.

- **Will supervisors come to the first planning meeting with draft SMART goals?**

Yes and training will help supervisors and employees develop skills for holding the conversation so that both can contribute to the development of the SMART goals.

- **What will keep a supervisor or an employee from choosing competencies that employees are already good at and not choose a competency that the employee could improve or use to advance his/her career?**

A list of core competencies will be used across the UR community. Each department will be encouraged to identify one or two competencies essential to all employees in that area.

- **Are we limited to the competencies listed in the library?**

The competency library can grow. HR will want to help you frame the definition. We will take suggestions for competencies that need to be added. We will assist supervisors with how to structure competencies to keep them fresh and update.

### Miscellaneous

- ***Will HR review employee comments?***

It is important that the second level supervisor review. HR will review it the first year.

- ***How does this get linked to the strategic plan?***

The goals that will be set by the strategic plan will roll down into goals in the departments and units.

- ***It looks like the beginning and the end of the cycle may overlap. Is that the case?***

Yes, depending on the work area, the cycles may overlap until the cycle gets fully implemented.

- ***When the job description gets reviewed and changed do we send a copy of the revised job description to HR?***

Yes, HR wants a copy. HR will not review the job description for a reclassification unless the job is changed by at least 50 %. HR wants to keep a current copy of the job description on record.