

Carolina Talent Performance for Managers

March 21, 2023

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- Please use the chat box to ask questions
- Questions will be addressed at the end of the presentation

Webinar is being recorded



Recording and slides will be available on: on the <u>Carolina Talent Performance page</u> on hr.unc.edu

Agenda



- Carolina Talent Performance and Changes
- Important Dates and Appraisal Process
 - Self-Assessment
 - Appraisal Tasks
 - HR Checkpoint
- Employee Competency Assessment (SHRA)
- Performance Plan
- Co-Planner Role
- Submitting Help Tickets
- Resources & What's Next
- Q&A



Carolina Talent Performance & Lessons Learned

Ashley Hockaday

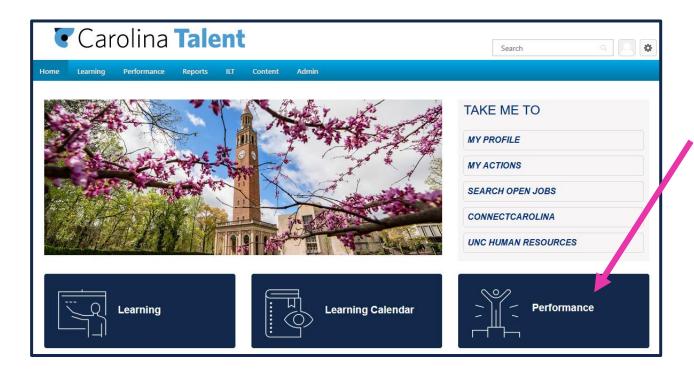
Carolina Talent Performance



Performance Features

- Houses performance documents for the University
- Online performance forms and workflow
- Robust development plans that can link to Carolina Talent Learning opportunities
- Ability to update goals and development plan progress throughout the year

carolinatalent.unc.edu





Nothing!!!!



Lessons Learned



- Do the performance plan!
 - It will save you headache with goals later on during the appraisal
 - When to request a re-open vs. when it can be edited by the manager/co-planner
- Create Goals for the employee. (Specifically, 3-5 of them!)
- Make sure you have the correct supervisors in ConnectCarolina.
- If you do the performance tasks on time it will run smoothly.
- Deadlines are real and scary.



Important Dates & Appraisal Process

Ashley Hockaday



2023 Important Dates

2022-2023 Annual Appraisal for SHRA and EHRA-NF

March 15 - March 31: Employee self-assessment*

April 1 – April 30: Manager enters appraisal or SHRA probationary review

May 1 – May 20: HR checkpoint review

May 21 – June 3: Manager signs and releases appraisal to employee and schedules performance conference

15 days from release: Employee acknowledgment*

2022-2023 SHRA Employee Competency Assessment

April 1 – June 3: Manager enters competency assessment

15 days: Employee acknowledgment*

2023-2024 Planning

April 1 – June 3: Manager creates performance plan

15 days: Employee acknowledgment*

Other Reviews

July 1: SHRA probationary review

October 1: Mid-cycle and SHRA probationary reviews

January 1: SHRA probationary review

Ongoing

Performance check-ins, off-cycle reviews, off-cycle performance plans

*Employee steps are optional and will move on if not completed by the due date.

What to expect this year



SHRA and EHRA Non-Faculty are now on the same timeline!

On **Saturday, April 1**, performance tasks will be available to you in Carolina Talent

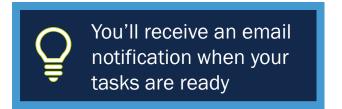
You'll have:

Two tasks for each EHRA Non-Faculty employee who reports to you:

- 1. 2022-2023 Appraisal
- 2. 2023-2024 Performance Plan

Three tasks for each **SHRA** employee who reports to you:

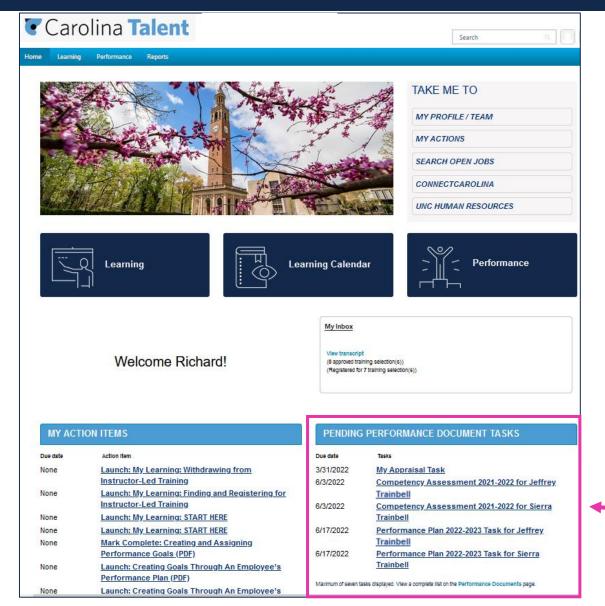
- 1. 2022-2023 Appraisal (or probationary review)
- 2. 2022-2023 Employee Competency Assessment
- 3. 2023-2024 Performance Plan



Let's take a closer look at the timeline for those tasks

April 1 Tasks Launch





carolinatalent.unc.edu



You'll receive an email for each employee who reports to you notifying you that tasks are ready.

Heads up! - This could mean a lot of emails.

You'll get reminder emails of approaching due dates.

See your list of tasks

Task Timelines



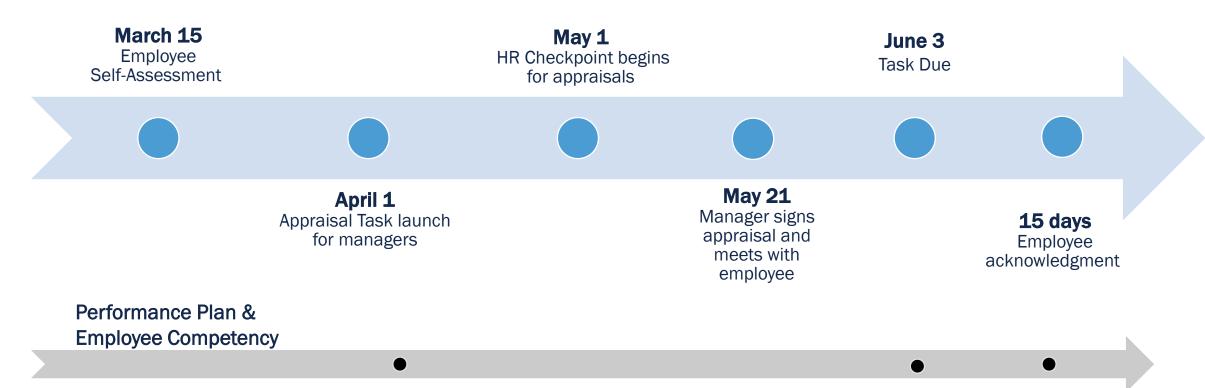
15 days

Employee

acknowledgment

June 3

Task Due



April 1

Task launch for managers

Appraisal Timeline





May 1
HR Checkpoint begins for appraisals

Task Due

June 3



April 1Appraisal Task launch for managers

May 21
Manager signs
appraisal and
meets with
employee

15 days Employee acknowledgment

"My Appraisal Task"- Self Assessment



When: March 15 - March 31

What is the "My Appraisal Task"?

- It's an opportunity for the employee to complete a self-assessment by answering a few general questions
- The step is optional for the employee

Why was this step added?

- Allow the opportunity for employees to comment on their performance
- Departments and managers can provide their own questions in advance
- Employees can upload documents/awards

What happens after "My Appraisal Task"? Who can see it?

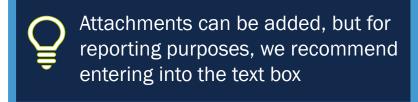
- Task available for update until March 31, then task will route to manager on April 1
- Self-assessment becomes a part of the Performance files and can be viewed by employee, manager, supervisory chain, and HR staff

"My Appraisal Task"- Self Assessment



Self-Assessment Questions:

- 1. Describe your accomplishments for this review period.
- 2. Describe your performance on this review period's individual and institutional goals.
- 3. If any other unit-specific self-assessment questions were assigned by your manager or department, include your responses here.
 - How this works: Share any additional questions you want answered with your employees. There is a designated text box for them to add it to the self-assessment and answer it.



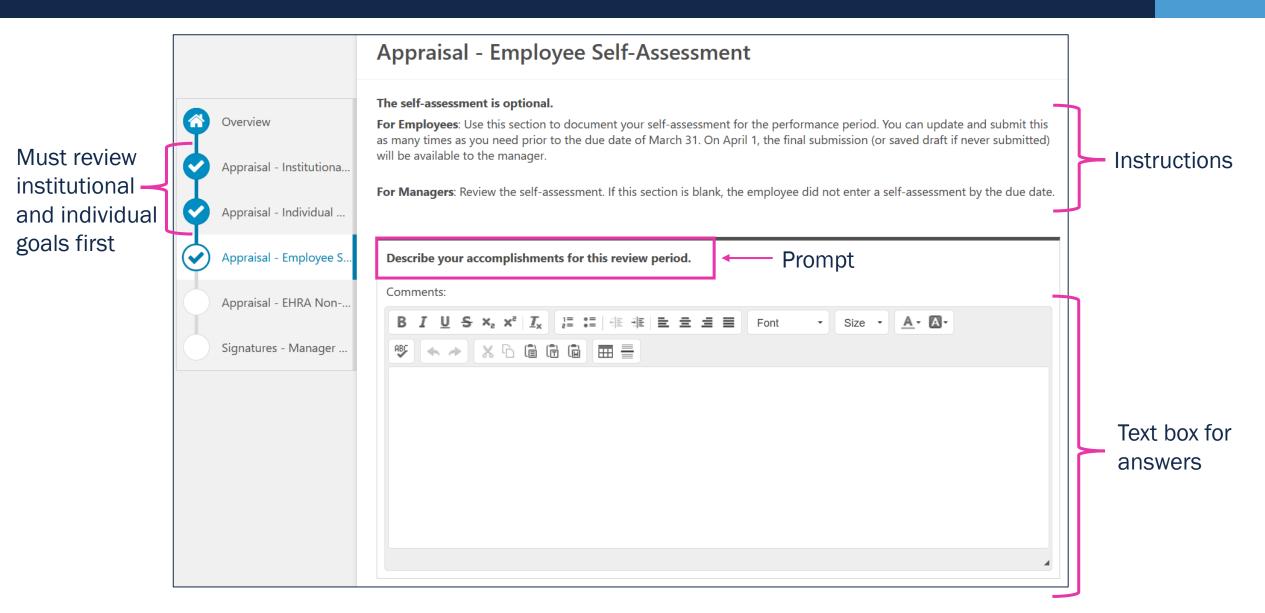
4. If there is any additional information to take into consideration when assessing your performance for this review period, include your responses here.

When will you see it?

You can see their self-assessment when you open their appraisal task available April 1. If they didn't answer a question, the text box will be blank.

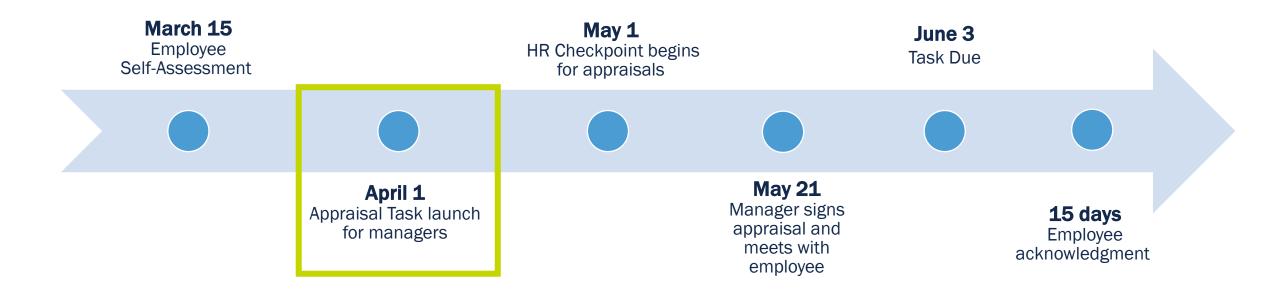
"My Appraisal Task"- Self Assessment





Appraisal Timeline





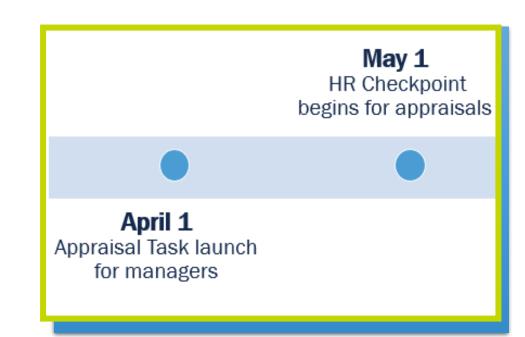
Appraisal Task



When: April 1 - April 30

How long do I have to complete the appraisal task?

- The appraisal task doesn't move forward until April 30 at 11:59:59 p.m.
- If you complete and submit the appraisal before April 30, you still have until April 30 to make changes without submitting a ticket to have it reopened.
- The appraisal task doesn't automatically move to the HR Checkpoint on May 1. It will only move forward if you submit the task.



SHRA Appraisal Guidance



- If an employee receives a final overall rating of "Not Meeting Expectations," please notify your departmental HR.
- Supervision Institutional Goal will display for all employees.
 - Select "Supervision Goal N/A" for those that do not supervise at least one permanent employee.
- SHRA Institutional Goals weighted equally automatically. Each Institutional Goal is weighted:
 - 20% for non-supervisors
 - 16.67% for supervisors
- The appraisal will pull in goals set previously.
 - If you do not see them, you need to go into Goals menu and add them. You need to do this now!
- Reminder: The 3-5 individual goals for SHRA employees must total 100% weighting with no goal less than 10%
- Development goals are not rated. They are not included on the appraisal.

EHRA Non-Faculty Appraisal Guidance



- Institutional and Individual Goals for EHRA-NF employees are not weighted.
 - This means that you will need to manually select a final overall rating.
- When deciding a final overall rating:
 - Use your best judgement, consider the ratings they received for their individual goals
 - If any individual goal receives a "Not Meeting Expectations" then the overall final rating should NOT be "Exceeding Expectations"
- If an employee receives a final overall rating of "Not Meeting Expectations," please notify your departmental HR.
- Supervision Institutional Goal will display for all employees.
 - Select "Supervision Goal N/A" for those that do not supervise at least one permanent employee.
- The appraisal will pull in goals set previously. If you do not see them, you need to go into Goals menu and add them. You need to do this now!
- Development goals are not rated. They are not included on the appraisal.

Comment Box Guidance



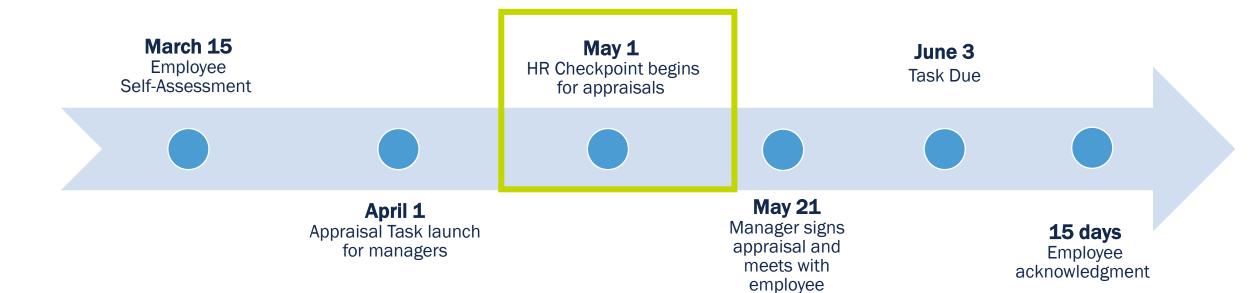
There is a comment box for you to comment on each Individual Goal and the "Manager Overall Comments on Employee Performance" at the end of the appraisal.

The Comments should be thorough.

- Take the employee's performance throughout the totality of the year and explain why the employee is receiving the rating that you are giving them for each goal.
- Give strong specific examples that reflect overall work
 - Include performance that you have directly observed.
- Emphasize work performed <u>above</u> and <u>below</u> Meets Expectations level.
- Ask yourself:
 - What specifically is driving this rating?
 - Are there changes or adjustments that need to be made?
 - Have you had a conversation about "this" with the employee?

Appraisal Timeline





HR Checkpoint



When: May 1 – May 20

What is the HR Checkpoint?

It's a review period where your department HR can partner with managers to ensure that reviews are compliant with University Policies.

Why was this step added?

- This was already happening. Now it has a formal place in the process
 - Was moved to the middle of the process so HR review could take place while the document was still in draft form prior to the employee receiving the review
- Ensure compliance. Goals/Ratings/Comments
- Provides time for HR to assist managers with completing past due reviews

What happens during the checkpoint?

Department HR will have a checklist provided by the Office of Human Resources (OHR) to check for:

- Reviews that have Not Meeting Expectations Ratings
- Employees with Disciplinary Actions or PIPs
- 100% compliance

HR Checkpoint Cont'd



What happens if something is found during HR Checkpoint that needs to be addressed?

- Departmental HR will reach out to you as well as submit a help ticket to re-open the manager step of the appraisal.
- You will update the appraisal based on the guidance provided by HR and re-submit the appraisal task.

Example of Checklist (Reports are only for PM Rep usage)



- For SHRA employees with an overall rating of "Exceeds Expectations" and a "Not Meeting Expectations" rating on a goal:
 - Run HR Checkpoint F* Report. Create Help ticket and OHR will manually update overall rating to "Meeting Expectations."
- For SHRA employees with an overall rating of "Exceeds Expectations" and an active disciplinary action:
 - Run HR Checkpoint D. Create Help ticket and OHR will manually update overall rating to "Meeting Expectations."
- For employees with a disciplinary action, review overall ratings and review the specific goals listed in the disciplinary actions.
 - Run report HR Checkpoint D in Carolina Talent and filter by PID.
 - View the full appraisal via the employee snapshot.
- For employees who received a Performance Improvement Plan (PIP), review overall rating and goal ratings.
 - Run report HR Checkpoint D and filter by PID.
 - View the full appraisal via the employee snapshot.
- Ensure all reviews have between 3-5 Individual Goals.
 - Run report HR Checkpoint C in Carolina Talent.
- Ensure "Supervision" Institutional Goal rating of "Not Applicable" is correctly applied.
 - Run report HR Checkpoint E in Carolina Talent

^{*}All HR Checkpoint reports are in the Dashboard under the tab "HR Checkpoint" and have been updated for 2022-2023 data.

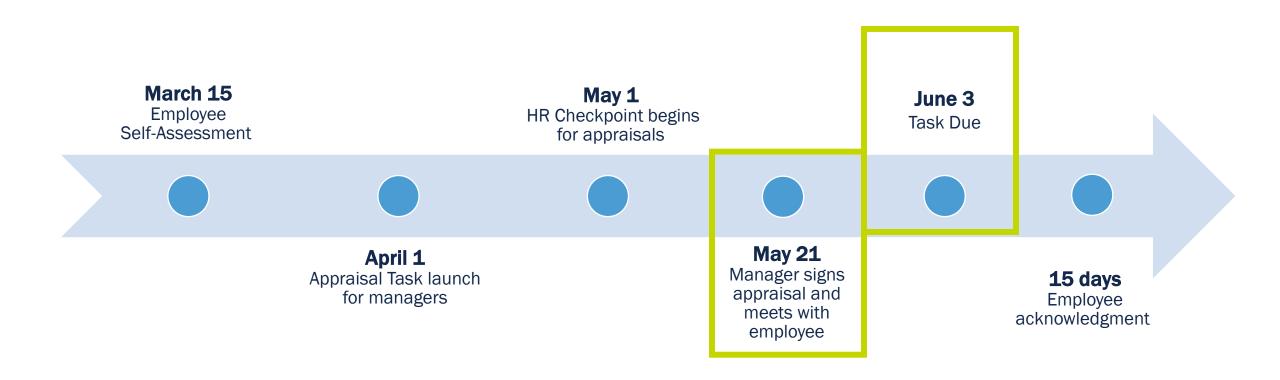
Second-Level Managers



- Second-level signatures are no longer required for SHRA appraisals.
- Even though their signatures are no longer required, they can still view the employee's appraisal information and provide feedback outside of Carolina Talent.
- A manager can view overall ratings for direct and indirect reports:
 - Reports > Standard Reports > Performance > Performance Rating Distribution > select EHRA Non-Faculty Annual Appraisal 2022-2023> Search
 - Run a second time for SHRA Annual Appraisal 2022-2023
- A manager can view the full appraisal document for an employee:
 - My Profile/Team > View Team button > search for employee > Snapshot > Performance Documents > Click on task name

Appraisal Timeline





Manager Signature



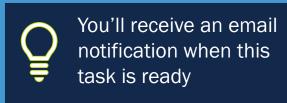
When: May 21 – June 3

What happens next?

May 21 your employee's appraisal task returns to you for your signature.

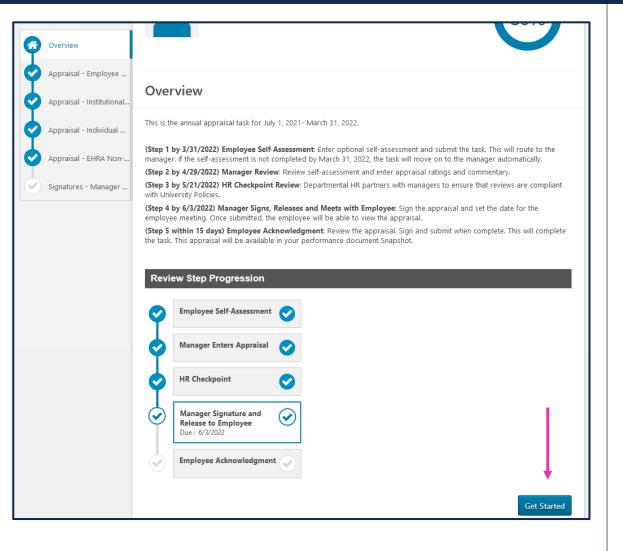
Add signature and submit the appraisal task by June 3.
Appraisal will be available to the employee to view.

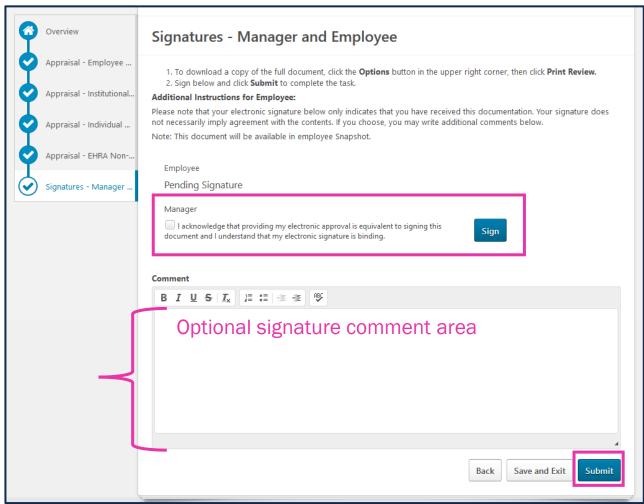
Meet with your employee and go over their appraisal.
Employee has 15 days from release to acknowledge.



Manager Signature







Best Practices for Meeting with your Employee

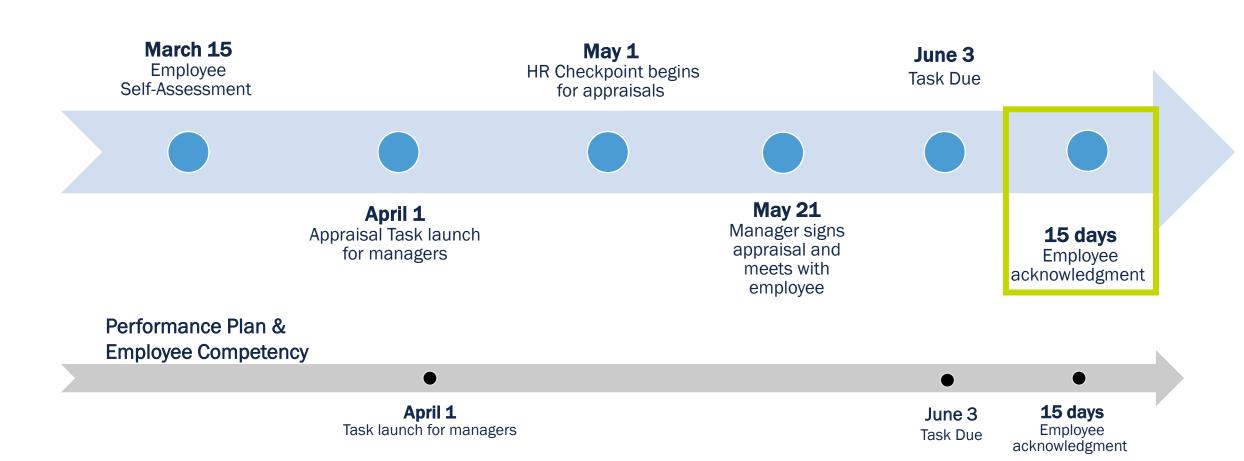


After you submit your signature on the appraisal, the employee can view. There are three options for you to view the appraisal electronically when you meet with your employee:

- 1. View in employee snapshot
- 2. View in performance documents page, click "completed"
- 3. Employee can share screen
- If there is a technological concern (such as technology not being easily or readily available), you can print review and share with employee in person.
- Signatures are still required online.
- You have the option to meet with the employee on all three tasks at once or can have individual task meetings.

Appraisal Timeline

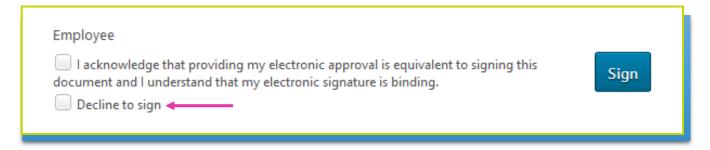




Employee Acknowledgement



- Employee Acknowledgement step is optional. Signatures are highly recommended to demonstrate that the employee has reviewed the document.
 - If the employee wants to refuse to sign, there is a box that the employee can check.



- Employee response to the review can be captured two ways:
 - There is a comment box underneath the signatures. Employees can type or copy and paste from a word processing document.
 - Employees can attach a document during the acknowledgement step.
 - If the step has completed, the task can be reopened to the Employee Acknowledgement step to complete.



Employee Competency Assessment

Tyler Enlow

Employee Competency Assessment (SHRA) Timeline





Employee Competency Assessment Task launch for managers

15 days

Employee acknowledgment

June 3

Task Due

March 15 Employee

Self-Assessment

May 1

HR Checkpoint begins for appraisals

June 3

Task Due

April 1

Appraisal Task launch for managers

May 21

Manager signs appraisal and meets with employee

15 days Employee acknowledgment

Employee Competency Assessment

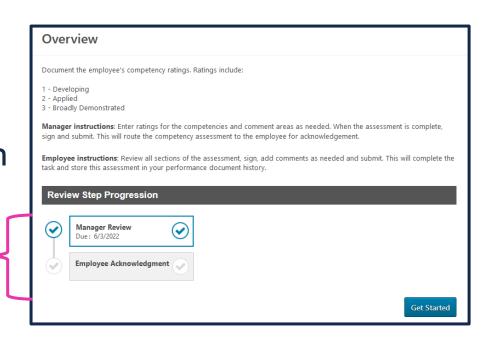


When: April 1 – June 3

Employee Competency Assessment is a separate task for SHRA employees only.

- This is where you add their ratings for demonstrated competencies related to the employee's position.
- The competencies will automatically populate!
 You don't have to add them manually anymore.

The competency is the employee's demonstrated ability, not how well the employee performed. This is reflected in the performance review.





Performance Plan

Tyler Enlow

Performance Plan Timeline





15 days Employee acknowledgment

June 3Task Due

March 15May 1EmployeeHR Checkpoint begins
for appraisalsJune 3Self-AssessmentTask Due

April 1Appraisal Task launch for managers

May 21
Manager signs appraisal and meets with employee

15 days Employee acknowledgment

Performance Plan Reminders



When: April 1 – June 3

Same process as last year

- Institutional goals are same for everyone (SHRA and EHRA-NF).
- All employees must have 3-5 individual goals.
 - SHRA individual goals are weighted
 - EHRA-NF goals are not weighted
- All employees are required to have a development plan with at least one objective and development activity.

Setting Goals



Individual Goals

3-5 individual goals defined each year

- Organizational goals
- Work unit goals
- Individual/Position-based goals

Not intended to cover all aspects of employee work product (institutional goals do that).

- Focus on key results/outcomes, not steps in the process.
- Provide some indications of quantifiable/qualitative outcomes.
- Clarify meeting, exceeding, or not meeting expectations.

Recommended:

Management teams work together to establish goals based on current needs.

Types of Goals



- Critical-Function / "Deal Breaker" Goals
 - Key deliverables that are essential to the position
 - Often compliance-driven
- Project-Oriented / "Big Ticket" Goals
 - Time-specific work in current cycle (eg, grant phases)
 - Unique projects for current cycle (eg, hiring, "clean-up")
- Forward-Focused / "Stretch" Goals
 - Activity more aligned with University strategic goals
 - Designed to move the organization forward in some way





SMART:

- Specific Give as much detail as possible when defining the goal
- Measurable Ensure the goal has a way to measure progress and success
- Actionable Is goal attainable or reasonable for the employee to complete
- Relevant Is goal relevant to the larger goals of the University/department/employee
- **Timely** Define start and end date



Development Plans



Required for all performance eligible employee



Must have at least one Development activity



Created in the Performance Plan task or using the Development Plans menu (hover over Performance, click on Development Plans)



The Development Plan is not rated and doesn't show up on Appraisal tasks



Must be related to position or employee growth

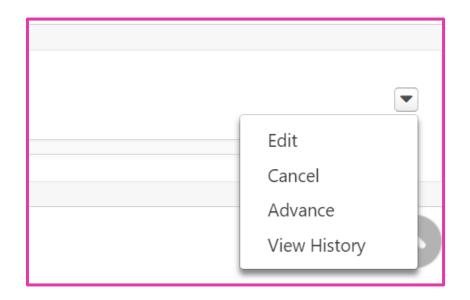


Goals



- The Performance plan task can be used to create/edit goals for a single employee.
- If you want to copy goals, advance goals or assign goals to multiple people at one time, you can do this from the Performance > Goals menu. Once done, wait a few minutes and then go back into the performance plan task to finish.

Find the goal and click the options arrow. From there, you can "copy" current goals or "advance" previous goals



Key Points

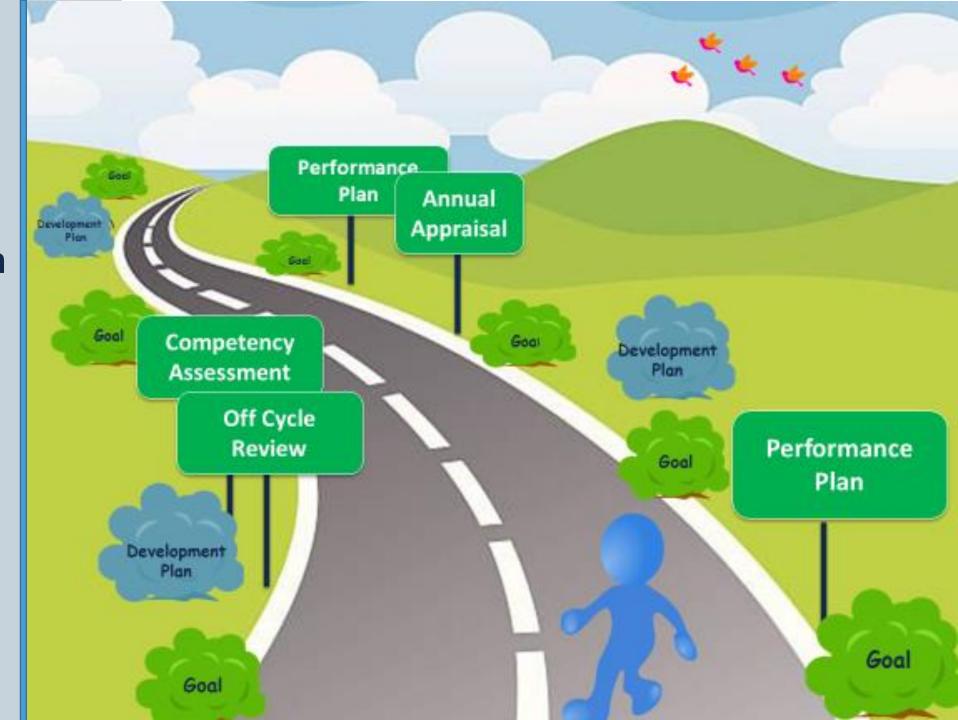


- Starting March 15, employees have two weeks to complete a selfassessment.
- April 1 your tasks will be available Carolina Talent:
 - Two tasks for each EHRA-NF employee
 - Three tasks for each SHRA employee
- Second-level signatures are not required; however, managers can still review.
- There are instructions embedded in each task.
- You'll receive email notifications when tasks are ready for your action and email reminders when due dates are approaching.

Keep in mind...

The performance road doesn't stop in June.

Performance happens all year!



Performance All Year



 Encourage your employees to review goals on a recurring basis throughout the year.

 Goals and development plans have progress indicators, attachments, and comment fields.

 These notes will be invaluable for completing the next appraisal and promote keeping goals up to date.



Co-Planner Role

Tyler Enlow

Co-Planner Role



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of CHAPEL HILL

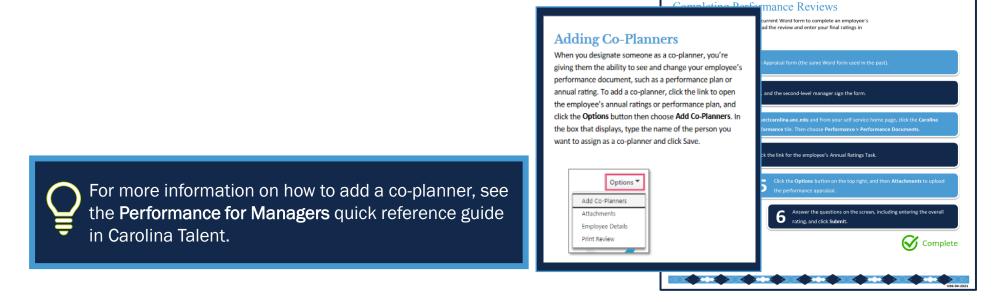
Carolina Talent

Performance for Managers

This guide covers how to complete 2020-2021 performance reviews and how to prepare

Co-Planner

- You can add a co-planner to assist with the manager step for a particular performance document, for a particular employee!
- HR Representatives are the most appropriate choice for a co-planner.
- Can do anything you can do using the performance management tasks.



Who you can add as a Co-Planner



Eligible Co-Planners

- HR Staff
- Previous Managers
- Co-Managers
- Second-Level Manager
- Other Managers that assign/control work

Co-Planners cannot be added until April 1.

Not Eligible Co-Planners

- Anyone that is not HR staff or in the supervisory chain (outside of the above examples)
- Executive or administrative assistants

When a co-planner's signature is added to a document, it will be their name. They cannot sign your name.

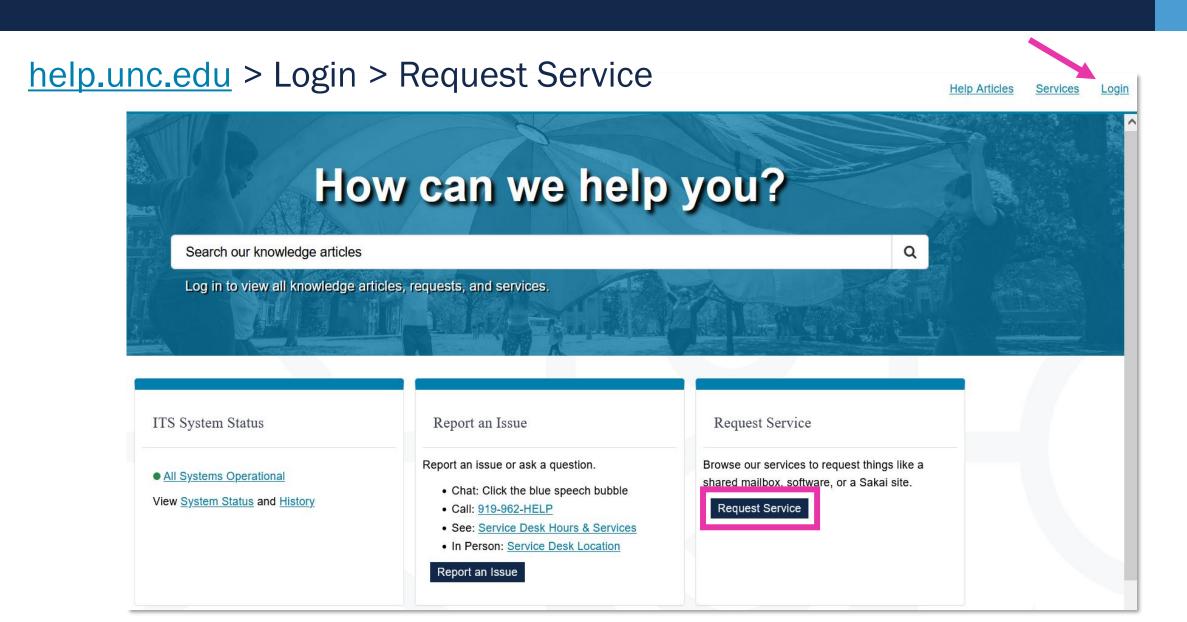


Submitting Help Tickets

Tyler Enlow

Submitting Tickets

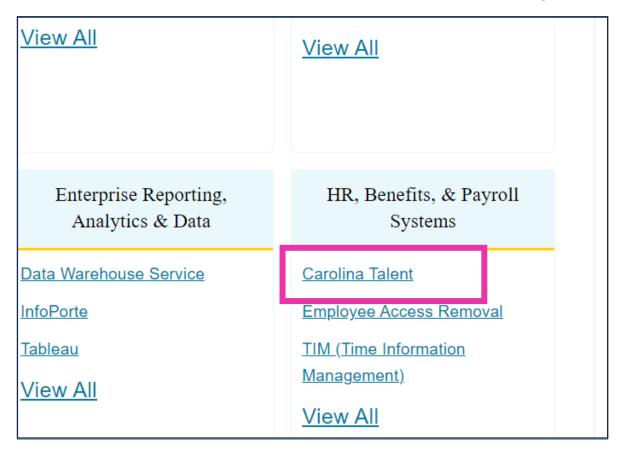




Submitting Help Tickets



Use the **Carolina Talent** service request



Include the following information on your ticket:

- ☐ Employee Name (and PID if you have it)
- Employee type (SHRA or EHRA Non-Faculty)
- ☐ Task name



Employees On Leave

Tyler Enlow

An employee returns from leave?



For regular appraisals – HR Checkpoint is done through reports only.

For Return from Leave appraisals - Department HR completes the ePAR to return the person from leave and submits a help ticket to request a replacement appraisal task. Once the replacement task is made it enters a dynamic flow.



A manager must submit the appraisal to move it to the HR Checkpoint step.

HR Checkpoint is assigned specifically to the HR Officer as a task and is required to be submitted to move the on to the next step.



Accessing Employees' Performance Documents

Tyler Enlow

Employee Snapshot



 Another way to view individual employee goals, development plans, performance documents

- View performance documents and associated attachments
- View goal history

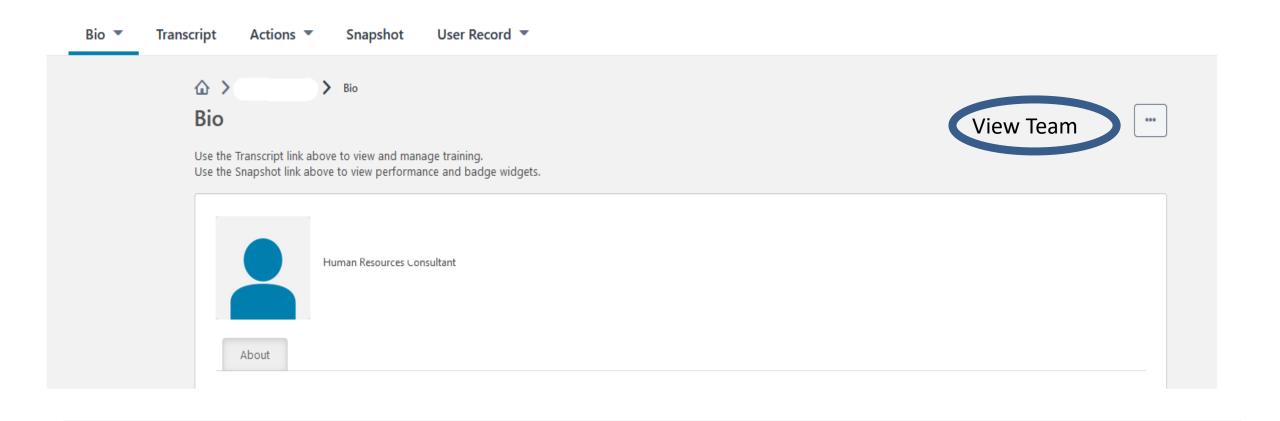
Accessing Snapshot

Carolina Talent



Accessing Snapshot





Accessing Snapshot



Additional Information

JCAT Code

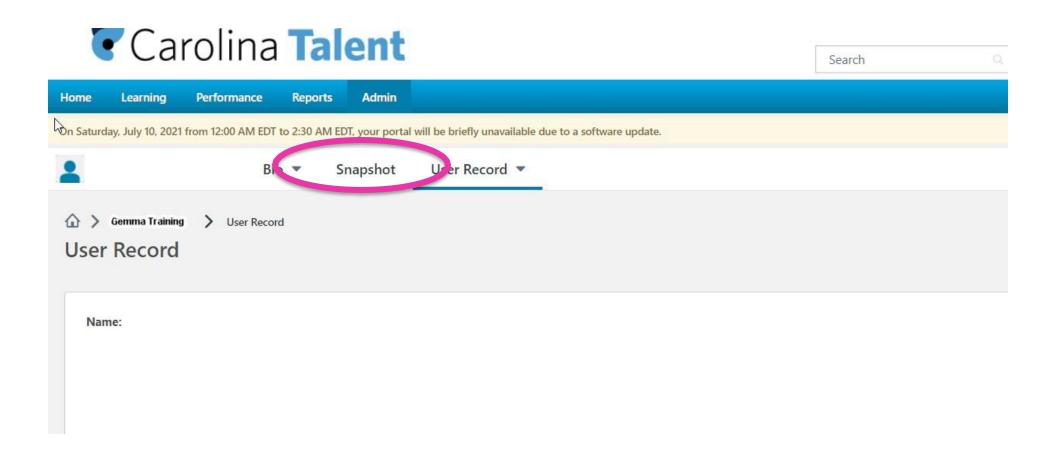
422022 (Human Resources Professional, Employee Relations Specialist, Senior) Group: 4C (Institutional Affairs Professionals)

Team



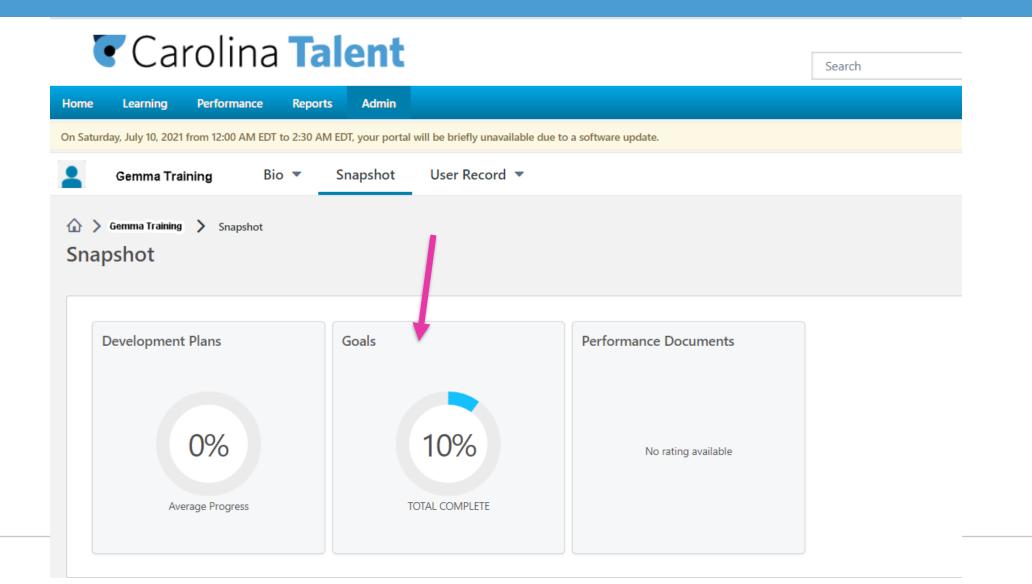
View Employee Snapshot





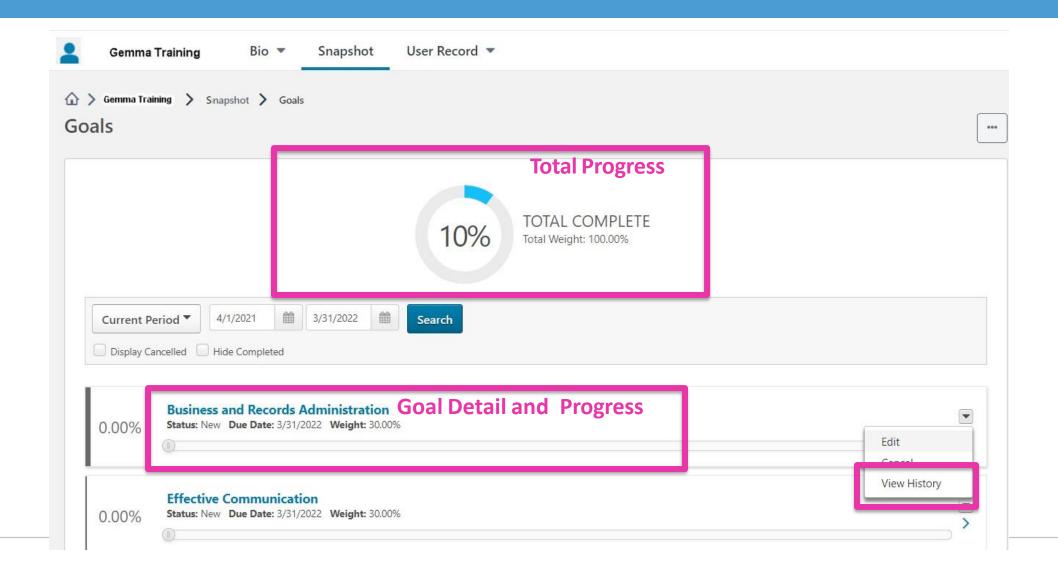
View Employee Snapshot





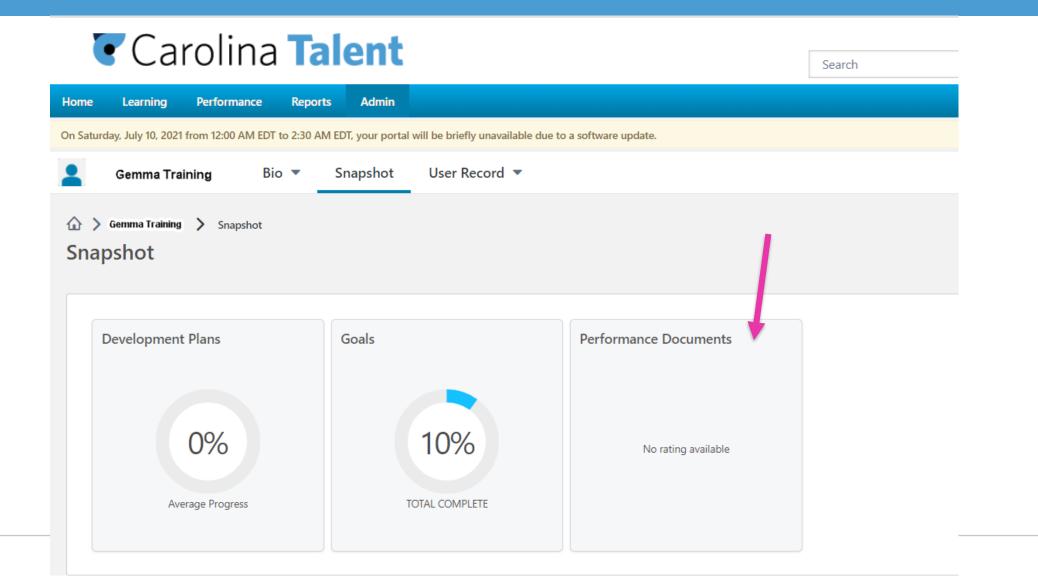
View Employee Snapshot - Goals





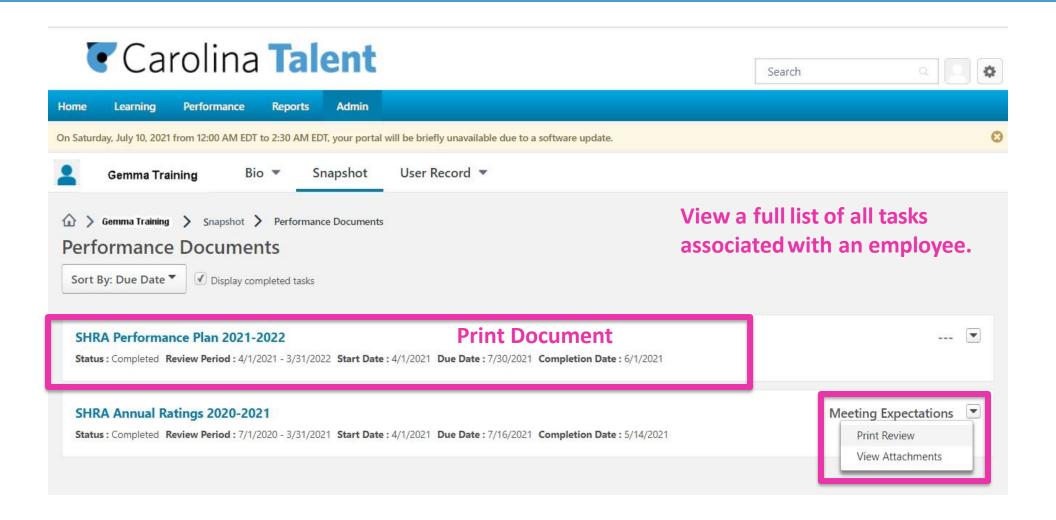
View Employee Snapshot - Documents





View Employee Snapshot - Documents







Resources & What's Next

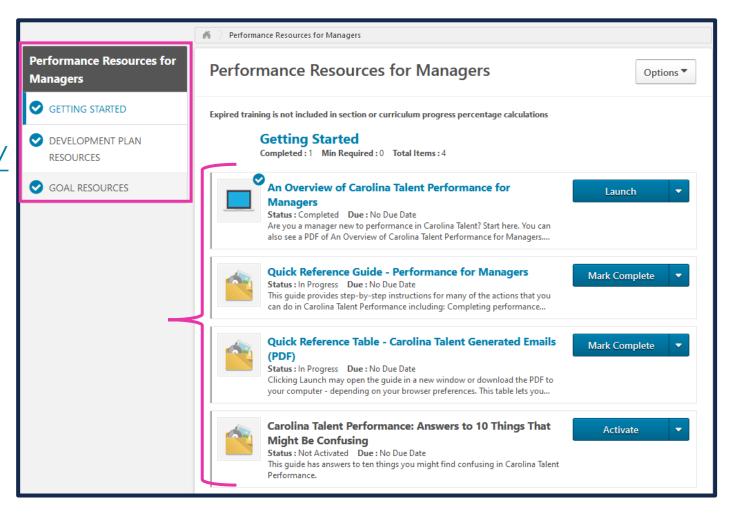
Jessica Procel

Resources

Visit:

hr.unc.edu/carolinatalent/performance/

- Quick reference guide*
- Overview online training*
- Training snippets and instructions embedded throughout the tool
- Important dates
- Office hours
- *Currently being updated



<u>When</u>

- Starting April 4
- Hour-long sessions
- Tuesdays at 10 a.m.
- Wednesdays at 3 p.m.

Where

For schedule and Zoom Link:

hr.unc.edu/ carolinatalent/ performance

Who

Open to Everyone!

What

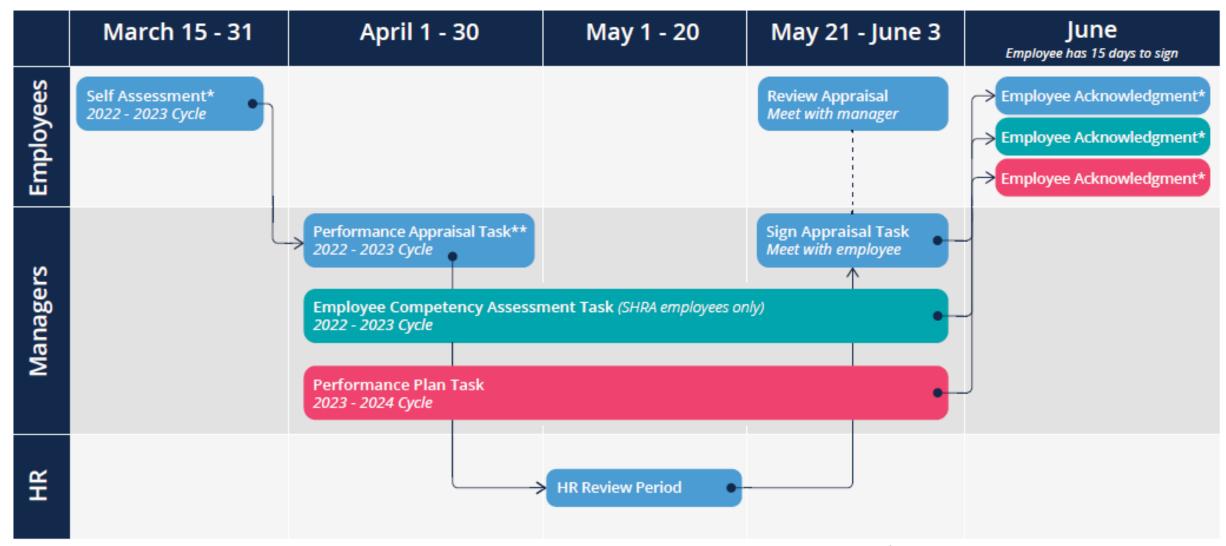
Bring any and all questions!

- Help with goals
- Help with self-assessment
- Anything!

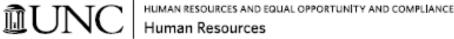


PERFORMANCE MANAGEMENT

Task Timeline for 2023 Performance Season



^{*}Employee steps are optional and will move on if not completed by the due date.



^{**}Only performance appraisals that are submitted will be routed for HR review.





Recording and slides will be available on: the <u>Carolina Talent Performance page</u> on hr.unc.edu





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