Setting the Stage for a Successful Performance Conversation

Manager Session
What has been your experience giving performance appraisals in the past?
What are your first thoughts when you hear it's performance appraisal time?
What do you wish it was like?
By the end of today’s session, you will be able to:

- Explain the value and purpose of appraisals
- Use best practices and resources for employee appraisals
- Complete performance appraisals in Carolina Talent
- Deliver fair and unbiased performance feedback
Giving regular performance feedback, including appraisals, is a core manager responsibility.

- Improvement and development
- Enhancing communication and morale
- Aligning performance with organizational goals
Complete performance appraisal for SHRA/EHRA-NF

Assess SHRA competencies

Collaborate with your employees on individual and developmental goals
Feedback on performance and developmental goals should happen year-round.
Prepare for the appraisal

- Consider performance for the entire year
- Seek multiple perspectives
- Review the employee’s self-assessment
- Align performance with goals
- Be aware of possible biases
What is bias and how can it impact performance reviews?
Be aware of possible biases

- Halo/Horns
- Contrast
- Affinity Bias
- Recency
- Implicit
Prepare for the appraisal

- Consider performance for the entire year
- Seek multiple perspectives
- Review the employee’s self-assessment
- Align performance with goals
- Be aware of possible biases
Use rating scale when evaluating

<table>
<thead>
<tr>
<th>EXCEEDING EXPECTATIONS</th>
<th>MEETING EXPECTATIONS</th>
<th>NOT MEETING EXPECTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance consistently exceeds expectations</td>
<td></td>
<td></td>
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<tr>
<td>Employee regularly demonstrates mastery of the duties and responsibilities and/or makes exceptional or unique contributions to the organization</td>
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<tr>
<td>Performance consistently meets expectations</td>
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<tr>
<td>Employee regularly performs the job at the level expected</td>
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<tr>
<td>Employee is responsive to guidance and feedback, only moderate oversight needed</td>
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<tr>
<td>Performance is not consistently met</td>
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<tr>
<td>Employee does not perform the job at the level expected</td>
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<tr>
<td>Manager finds it necessary to continue to address performance issues</td>
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</tbody>
</table>
Activity 1

1 question

1. Match the employee to the appropriate performance rating:
(Matching)

A. Shir  A. Select an option
B. Krisya  B. Select an option
C. Alex  C. Select an option

Submit

Participate in poll/quiz questions.

Use the chat feature to participate in activities

Click to submit a question
Activity 1: Rating Case Study

Administrative Support Specialist

Goal: Efficiently manage and organize division documents and records

A. Shir regularly demonstrates an understanding of the importance of document confidentiality and ensures that sensitive information is appropriately secured and accessible only to authorized staff.

B. Krisya identified the need for, initiated and led a successful training session for authorized staff on how to use the new systems for locating and securing documents with a focus on ensuring confidentiality while also improving access and the overall experience for staff.

C. Alex inconsistently follows processes to ensure document confidentiality that he has been trained on, and this has led to sensitive information being inadequately secured and improperly shared.
Activity 1: Rating Case Study

**Administrative Support Specialist**

**Goal:** Efficiently manage and organize division documents and records

A. Shir **regularly demonstrates** an understanding of the importance of document confidentiality and **ensures** that sensitive information is **appropriately** secured and accessible only to authorized staff.

B. Krisya **identified the need** for, **initiated** and **led** a **successful** training session for authorized staff on how to use the new systems for locating and securing documents with a focus on **ensuring** confidentiality while also **improving** access and the **overall experience** for staff.

C. Alex **inconsistently** follows processes to ensure document confidentiality that he has been **trained on**, and this has **led to** sensitive information being **inadequately** secured and improperly shared.
Activity 2: Rating Case Study

**Laboratory Manager**

*Goal: Maintain lab safety and compliance*

Sonja effectively maintains lab safety and compliance to adhere to regulatory standards and guidelines. She diligently conducts regular safety inspections, addressing any identified hazards or deficiencies in a timely manner. She provides basic safety training to lab personnel upon onboarding and offers periodic refresher courses to reinforce safety protocols. Additionally, she ensures that all necessary safety equipment and signage are in place and maintains accurate records of safety inspections and training sessions. While I would like to see Sonja take greater initiative to implement preemptive measures beyond the regulatory requirements, her consistent efforts ensure that the lab operates in compliance with safety regulations and guidelines, minimizing risks to personnel and the environment. Sonja is well-positioned for continued success in her role.

Is the employee:

- Exceeding Expectations
- Meeting Expectations
- Not Meeting Expectations

Share your answers via the Poll
Activity 2: Rating Case Study

**Laboratory Manager**

*Goal: Maintain lab safety and compliance*

Sonja **effectively** maintains lab safety and compliance to adhere to regulatory standards and guidelines. She **diligently** conducts **regular** safety inspections, addressing any identified hazards or deficiencies in a **timely manner**. She provides **basic** safety training to lab personnel upon onboarding and offers **periodic** refresher courses to reinforce safety protocols. Additionally, she ensures that all **necessary** safety equipment and signage are in place and maintains **accurate** records of safety inspections and training sessions. **While I would like to see** Sonja take **greater initiative** to implement **preemptive** measures beyond the regulatory requirements, her **consistent efforts** ensure that the lab operates in compliance with safety regulations and guidelines, minimizing risks to personnel and the environment. Sonja is **well-positioned** for continued success in her role.
Activity 3: Rating Case Study

Groundskeeper

Goal: Maintain and enhance the aesthetic and functional quality of outdoor spaces

Taylor demonstrates exceptional attention to detail in all aspects of grounds maintenance. They are constantly seeking new ways to enhance the beauty and functionality of our outdoor spaces. From implementing sustainable landscaping practices and introducing native plant species to designing rooftop gardens and more efficient irrigation systems, their innovative ideas elevate the aesthetics of our campus and position the university as a model in environmental sustainability. Moreover, Taylor proactively identifies and addresses potential issues such as pest infestations, plant diseases, and erosion before they can disrupt the campus environment. Taylor is an invaluable member of our groundskeeping team, and their contributions were pivotal to UNC-Chapel Hill being recognized as one of the Most Beautiful Colleges in America by Architectural Digest.

Is the employee:

- Exceeding Expectations
- Meeting Expectations
- Not Meeting Expectations

Share your answers via the Poll
Activity 3: Rating Case Study

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What are the considerations if your team member is not meeting expectations for a goal?
Scheduling the Performance Conversation

- Inform the employee
- Schedule the meeting
- Prepare documentation
- Plan for the conversation
Tips for a Meaningful Appraisal Conversation

1. Create a positive atmosphere
2. Encourage open dialogue
3. Review agenda
4. Discuss achievements and performance
5. Explore employee’s self-assessment
6. Address areas for development
7. Discuss support and developmental needs
8. Set future goals
70-20-10 Framework

- Job-related Experiences (70%)
- Social Learning (20%)
- Formal Learning (10%)
Concluding the Appraisal

- Summarize key points
- Express appreciation
- Document the discussion
- Schedule follow-up
Post-Appraisal Actions

1. Implement agreed-upon actions
2. Monitor progress
3. Update documentation
Performance Management

At Carolina, Performance Management is an ongoing partnership between employees and managers to provide our employees with timely performance feedback to enable success in their roles and to support our employees' professional development and career growth. Our performance management process gives employees a comprehensive review of their performance and shows how their work aligns with the initiatives of the University's strategic plan.

Key Dates  Policies  Eligibility  Carolina Talent
Performance Hub  Learning Resources  Help & How-tos
Goals  Self-Assessment  Annual Appraisal  Performance Planning
Performance Management Goals

Goal-setting is a key part of performance planning. This page has particulars about what goals are and how to write them. See the Performance Planning webpage for things to consider when mapping out goals.

About   Institutional Goals   Individual Goals   Goal-Setting   How to Write a Goal

Rating Goals   Goals in Carolina Talent   For Managers   Learning Resources   Help

About

Goals are the foundation of performance planning and enabling employees to be successful in their roles. Goals provide a clear direction and focus for employees and ensure that their efforts are aligned with the University’s strategic plan. When used effectively, goals provide purpose, help prioritize efforts, track and measure progress and create a sense of accomplishment when achieved.

There are 3 types of goals that we focus on for performance:

- Individual performance goals. These represent the performance expectations of your role and may include specific improvements and actions to
Performance Management
Annual Appraisal Process

At Carolina, the annual performance appraisal reflects on the progress of the previous year. To support performance development and success in their role, SHRA and EHRA Non-Faculty employees who work more than six months during the performance appraisal cycle are required to have an annual performance review. All appraisal tasks are completed online through Carolina Talent Performance.

About  Eligibility  Ratings  Employee Competency Assessment  Key Dates

Appraisal in Carolina Talent  For Managers  Learning Resources  Help & How-tos

About

When evaluating performance, it's important for employees and managers to consider what the employee achieved and how they achieved it.

- **The what** includes the specific results that were achieved, the positive outcomes, and the broader impact.
- **The how** includes consideration for our organizational values and the competencies and behaviors that create our organizational culture.
Performance management is a forward-looking approach to how we work strategically to support the success of our employees to ensure that Carolina continues to be a world-class university and research institution. Managers and employees work collaboratively to define clear goals and to create a plan to meet those goals, identifying the support employees may need to grow their skills and advance in their careers at Carolina. Performance planning boosts the performance and productivity of our teams, powers our organizational goals and unleashes our employees’ engagement and motivation.
Help & How-tos

Performance Management Help & How-tos

This page provides an overview of important resources, key dates, tools and learning opportunities for employees and managers during performance season.

Log in to Carolina Talent

Performance Hub  New Webinars  Key Dates  Learning Resources

How-to Quick Links  Office Hours

Carolina Talent Performance Hub

With step-by-step guides, FAQs and additional support to help you complete your tasks in Carolina Talent Performance, this new platform is built to ensure that you can find answers easily and efficiently. The Carolina Talent Performance Hub is designed to provide helpful solutions accessible anytime and a user-friendly experience that facilitates self-service and learning.

Carolina Talent Performance Hub

If you need technical help with Carolina Talent Performance, submit a help request via the Carolina Talent Service Request in the UNC help portal.
Carolina Talent Performance Hub Home

Find how-to articles and troubleshooting guides for Carolina Talent Performance

About the Hub

The Performance Hub provides step-by-step guides, FAQs, and additional support to help you complete your tasks in Carolina Talent Performance. This platform is designed to provide helpful solutions that are accessible anytime and a user-friendly experience that facilitates self-service and learning.

To ensure that you can find answers easily and efficiently, we aim to continuously improve your performance experience by adapting the Carolina Talent Performance Hub based on your feedback. Be sure to visit the help a feedback/Suggestion page to share your experience.

Browse by Topic:

- Getting Started
- Managing Goals (via Goals Menu)
- Completing Performance Task

Frequently Asked Questions (FAQs)

- How to Submit a Help Desk Ticket
- Quick Reference Cards (QRCs)
- Share your Feedback or Suggestions

Performance Hub

Carolina Talent Performance Hub
Learning Resources

To support employees and managers this performance season, here are some on-demand learning resources on key topics.

For all performance-eligible employees

**Completing the Self-Assessment**
- Setting the Stage for a Successful Performance Conversation
  - Webinar Recording (83 minutes)
- Slides for Setting the Stage for a Successful Performance Conversation (PDF)

**Goal-Setting**
- Setting Team and Employee Goals using SMART Methodology
  - LinkedIn Learning (55 mins)
- Setting Goals Quick Reference Guide (PDF, Onyen login required)

**Growing Your Career**
- Setting Career Goals at UNC | e-learning (30 mins)
- Defining and Achieving Professional Goals | LinkedIn Learning (27 mins)

**Feedback**
- Giving and Receiving Feedback | LinkedIn Learning (28 mins)

For managers

**Goal-Setting**
- Performance Management: Setting Goals and Managing Performance | LinkedIn Learning (20 mins)
- Setting Team and Employee Goals using SMART Methodology
  - LinkedIn Learning (55 mins)
- Setting Goals Quick Reference Guide (PDF, Onyen login required) | Carolina Talent

**Giving feedback**
- Giving Performance Feedback | e-learning (30 mins)
- Giving Performance Feedback Quick Reference Guide (PDF, Onyen login required) | Carolina Talent
- Delivering Employee Feedback | LinkedIn Learning (30 mins)
Performance Management Resources

Info, Tips & Timelines
• Performance Management HR Website
  • Self-Assessment webpage
  • Performance Appraisal
  • Performance Planning
• Goals
• Help and how-tos webpage

Carolina Talent How-tos
• Carolina Talent Performance Hub

Questions
• Drop-in office hours
• Your HR Representative

Learning
• E-learning and Quick Reference Guides

Other Resources
• SHRA/EHRA-NF Salary Increases Guidelines
• EHRA-NF Performance Bonus
• Types of Rater Bias

Support
• School/Division HR Offices - UNC Human Resources
• Technical support: Submit a help ticket
• Program support: Email the Performance Management Team
• Employee and Management Relations - UNC Human Resources
• UNC Human Resources
Please share your thoughts on this session.

Your feedback is **important** and will be used to **improve** future offerings.
QUESTIONS?