Agenda

Reminder of our Changes
- Consistent System Across USG
- Performance Differentiation/Accountability
- BOR requirements for performance evaluations

Overview of Current Process
- Rating Scales
- Standard Behavioral Rating Scales
- Ability to nominate others to provide input
- SMART Goals
Performance Differentiation

- Objectively measure performance
- Allows managers to identify and potentially reward top performers
- Requires honest, open feedback
- Provides managers with tools to improve performance
- If done well, improves employee engagement
Overview of e-Performance
Performance Discussions

- **Five-point performance rating scale**
  - Better differentiate performance
  - Focus on descriptive performance ratings
  - Standardized rating scale
  - Behaviorally Anchored Rating Scale (BARS)

- **Option of nominating additional evaluators to provide input**

- **Optional section for review of 2020 goals; 2021 goals will be required to be documented in the system in March 2021 after current review cycle is closed**

- **USG core values and combined institutional values**
## Five-Point Rating Scale

### Exemplary
- Outstanding performance that consistently exceeds milestones

### Superior
- Good, solid performance that fully meets milestones and on occasion exceeds milestones

### Successful
- Good solid performance that meets all milestones. This rating conveys solid, effective performance

### Partially Successful/Emerging
- Performance falls short of the minimum criteria and standards of milestones

### Not Successful
- Performance in this area is inconsistent and does not meet milestone. Immediate and substantial improvement is needed to address this area

* Reserved for only our highest performers and is subject to final approval by executive leadership. 
Five-Point Rating Scale

- Comments are not required on every Behavioral Indicator for a “Successful” rating
- Comments are required to support any rating above or below “Successful”
- Any employee who receives an overall rating of “Not Successful” must have a Performance Improvement Plan (PIP) implemented for remediation

*Contact your HRBP for assistance with this
Behaviorally Anchored Rating Scale (BARS)

- BARS compare individual performance against specific examples of behavior that equate to rating scale.
- Helps managers more objectively measure performance of staff.
- Provides clear standards against which employees are rated.
- Results in consistency across large organizations.
- Constructive feedback to help employee improve performance.
<table>
<thead>
<tr>
<th>Rating Scale</th>
<th>Employee -Behavioral Indicators</th>
<th>Manager -Behavioral Indicators</th>
</tr>
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</table>
| **Exemplary** | - Ask probing questions to establish customer’s needs that the customer may not have originally considered.  
- Fulfills customers’ needs before deadlines have passed. Put in extra times during crisis situations.  
- Consistently exceeds the quality expectations of the customer. Is willing to go the extra mile to “wow” customers.  
- Actively seeks feedback from customers during progress updates.  
- Follows up after progress completion to ensure satisfaction. | - Uses data to find trends in negative customer interactions and develops alternatives.  
- Uses qualitative data to identify common problems in the delivery of service.  
- Fulfills customers’ needs before deadlines have passed. Put in extra time during crisis situations.  
- Has established a quality guideline above the minimum that would be expected from customers. Constantly delivers beyond this quality guideline and the team consistently performs at a high quality.  
- Encourages others to serve customers with new and creative solutions. Can make appropriate risk calculations when supporting new and innovative strategies.  
- Listens to employees to understand what barriers are in their way. Works to remove employee barriers. Encourages staff to action to deliver high customer service. |
| **Superior** | - Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment.  
- Communicate with employee about sustainability of this work behavior and future development opportunities | - Work behavior related to this competency often exceeds expectations and consistently shows superior accomplishment.  
- Communicate with employee about sustainability of this work behavior and future development opportunities |
| **Successful** | - Asks questions to clarify the customer’s needs.  
- Meets established deadlines.  
- Meets the quality expectations for the deliverables to customers.  
- Actively works to improve outcomes for customers.  
- Informs the customer of progress through the use of formal progress updates. | - Finds ways to solicit the feedback of customers in an ongoing manner. Develops alternatives when customers identify a problem.  
- Completes service commitments on time. Is present during crisis situations.  
- Has established a minimum quality guideline for employees. Consistently meets the minimum quality guideline.  
- Promotes a customer centric environment with direct reports. |
| **Partially Successful/Emerging** | - Work behavior related to this competency occasionally falls below the required level for the position.  
- Often times this occurs for new hires or those with new responsibilities.  
- Improvement in specific areas is required.  
- Performance feedback and efforts to reinforce competency may provide the tools to achieve success | - Work behavior related to this competency occasionally falls below the required level for the position.  
- Often times this occurs for new hires or those with new responsibilities. |
| **Not Successful** | - Fails to ask clarifying questions in customer service exchanges.  
- Fails to meet the quality expectations for deliverables to customers. | - Fails to recognize negative customer reactions. Does not actively seek the opinion and feedback of customers.  
- Is absent during most crisis situations. Relies on others to meet goals.  
- Does not establish quality work guidelines for employees. Fails to deliver quality deliverables to customers.  
- Does not create customer relationships or establish rapport with the customer. Does not pursue opportunities to grow customer base.  
- Does not promote a customer centric environment with direct reports. |
Prepare for the Meeting

Don’t be Afraid to Confront
– Don’t shy away from tough conversations

Provide a Takeaway
– What are next steps for success

Focus on the Progress
– Goals and expectations discussed prior
– Discussion about progress

*The performance appraisal is part of your responsibility as a leader.*
Roles and Responsibilities

Managers

- Build trusting relationships with employees
- Create opportunities for feedback sessions
- Meet with employees at least quarterly to assess progress and revise goals if necessary
- Make a fair and equitable evaluation decision,
- Provide timely and constructive feedback and ongoing coaching and development opportunities

Employees

- Seek continuous feedback from manager
- Participate in annual conversation regarding past performance
- Document accomplishments and contributions throughout the year
- Determine areas for improvement and potential development opportunities
- Be prepared for the one-on-one performance review meeting
- Seek constructive feedback throughout the year
Preparing for the Evaluation

For **2020 evaluations**:  
- 0% weighting on goals  
- 5% weighting on institutional values

- **Approve the criteria** (will be important after this year as employee will enter their goals for management review and approval)

- **Skip checkpoint** – no 2020 mid-year checkpoint (available after March for 2021)

- **Complete evaluation content approval**
Preparing for the Evaluation
Preparing for the Evaluation

<table>
<thead>
<tr>
<th>Name / Job Title</th>
<th>Document Type</th>
<th>Document Status</th>
<th>Period Begin / Period End</th>
<th>Next Due Date</th>
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<td>Cyprian Nwagwu</td>
<td>USG Annual Review for Leaders</td>
<td>Evaluation in Progress</td>
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Preparing for the Evaluation
Preparing for the Evaluation
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Preparing for the Evaluation
ePerformance Sections

**Goals**

Performance Factors (competencies and job performance)

Leadership Factors (when appropriate) – evaluates organizational development, fiscal/budget management and strategic planning

**USG Core Values:**

Integrity, Excellence, Accountability, Respect

**Institutional Values:**

Student-Inspired, Open and true to myself and Impact-generating, Promise-fulfilling and Elevational

*This section allows managers to add content. All other sections are defaulted per template.*
Nominate Participants

System has the ability to request input from others

Manager and employee should discuss and determine appropriate participants

Should be used for those that support multiple people and those that are internal customer facing
Nominate Participants

Performance Process

USG Annual Review for Leaders
Nominate Participants - Add Nominees

Cyprian Nwagwu
Actions
- Director, Compensation
- USG Annual Review for Leaders
- KSIU Annual Review for Leaders
- Status: In Progress

Participant Role: Other
Minimum Required: 0  Maximum Available: 10

Nominations
Currently there are no nominees in your nomination list.

Add Offer
## Goals

**USG Annual Review for Leaders**

**Manager Evaluation - Update and Share**

**Pamela Smith**

### Employee Data

- **Employee ID**: 0057891
- **Department**: 1005416
- **Location**: 430
- **Manager**: Karan McDonnell
- **Period**: 01/01/2019 - 10/15/2019
- **Document ID**: 1335
- **Due Date**: 09/15/2019

### Goals Summary

- **Manager Rating**: 0.00
- **Employee Rating**: 3 - Successful

### Attachments

- No Attachments have been added to this document

### Audit History

- **Created By**: Karan McDonnell
  - 11/11/2019 2:32:36PM
- **Last Modified By**: Karan McDonnell
  - 11/12/2019 11:11:34AM
S.M.A.R.T. Guidelines for Development Planning

- Provides the employee achievable development opportunities
- Gives guidance on expectations
- Provides two-way communication
- Provides the employee support
- Employee and manager buy-in
- Provides possible professional growth
Performance Factors

USG Annual Review for Leaders
Manager Evaluation - Update and Share
Pamela Smith

Actions
Job Title: Manager III
Document Type: USG Annual Review for Leaders
Template: KSU Annual Review for Leaders
Status: Evaluation in Progress

Manager: Karen McDonnell
Period: 01/01/2019 - 12/31/2019
Document ID: 1234
Due Date: 03/15/2019

Employee Data
Employee ID: 0997891
Department: 123456
Location: 430
HRS Human Resources
Kennesaw State University

Calculate All Ratings
Goals | Performance Factors | Leadership Factors | USG Core Values | Institutional Values | Ethics Compliance | Professional Development | Overall Summary | Sign-off Remarks

Section 2 - Performance Factors
Expand | Collapse

Communication
Description: The extent to which an employee is proficient and productive in oral and written communication. This includes listening, understanding, remembering, and following oral and written instructions; asking for clarification when necessary; and providing information to others in a clear, complete, and concise manner.

Manager Rating: 0.98
Manager Comments:

Employee Rating: Successful
Employee Comments:
## Performance Factors

<table>
<thead>
<tr>
<th>Performance Factors Summary</th>
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<tbody>
<tr>
<td>Summary Weight</td>
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<tr>
<td>Manager Rating</td>
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<tr>
<td>Employee Rating</td>
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</tbody>
</table>
USG Core Values

Manager Evaluation - Update and Share

Employee Data

Employee ID: 106791
Department: HRB Human Resources
Location: 430
Kennesaw State University

Section 4 - USG Core Values

- Accountability
- Excellence
- Integrity
- Respect

USG Core Values Summary

Summary Weight: 33%
Manager Rating: 0.00
Employee Rating: 3 - Successful

Attachments
No Attachments have been added to this document

Audit History

Kennesaw State University
Institutional Values

USG Annual Review for Staff
Checkpoint 1 - Update and Share
before or after you meet with the employee to discuss their progress.
3. Once you have shared your comments and had a discussion select the Complete Checkpoint button to mark this step as complete.

Goals | Performance Factors | USG Core Values | Institutional Values | Professional Dvipmnt

Section 4 - Institutional Values
Institutional Values will be evaluated by: Employee, Manager, Other

Expand | Collapse

- Impact-generating/Promise Fulfilling/Elevational
- Open/True to Ourselves
- Student Inspired

Institutional Values Summary

| Section Weight | 5 % (not less than 5%) |

Audit History
Created By Orie Thornton 12/21/2020 11:49:46AM
Approved By Orie Thornton 12/21/2020 12:05:05PM
Last Modified By Orie Thornton 12/21/2020 12:05:05PM
Overall Summary

USG Annual Review for Leaders
Manager Evaluation - Update and Share
Pamela Smith

Job Title: Manager III
Document Type: USG Annual Review for Leaders
Template: USG Annual Review for Leaders
Status: Evaluation in Progress

Manager: Karen McDonnell
Period: 01/01/2019 - 10/15/2019
Document ID: 1335
Due Date: 09/15/2019

Employee Data

Employee ID: 0097891
Department: 116416
Location: 130
HRS-Human Resources
Kennesaw State University

Section 10 - Overall Summary

Manager Rating: 3.00
Employee Rating: 3 - Successful
Employee Comments: 

Kennesaw State University
Performance Discussions

Bottom Line: The most important part is the conversation between managers and their employees.

Providing direct, actionable feedback is key to developing skills and behaviors where improvements are needed and sustaining exemplary performance where it already exists. HR team members are available to provide managers and employees support throughout this process.
# Performance Evaluations Process Flow

<table>
<thead>
<tr>
<th>Step</th>
<th>Employee</th>
<th>Manager</th>
<th>Next Level Supervisor</th>
<th>Human Resources</th>
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Arrows indicate the flow of the evaluation process.
Evaluations/Staff Awards Timeline

Jan 4 – Feb 15 These actions can happen simultaneously:
- Employee completes self-evaluation
- Nominated participants provide feedback
- Manager drafts employee assessment

Employee Self Evaluation should be submitted to Manager no later than Feb 1

Managers to submit evals to their supervisors no later than Feb 15

Feb 1 – Feb 28 These actions must happen sequentially:
- Manager submits final draft evaluation to their supervisor
- Supervisor returns eval for edits or gives approval
- Manager has conversation with employee to review 2020 evaluation and set 2021 SMART goals
- Manager sends evaluation to employee for comments and acknowledgement

Jan 4
- Evaluations have been created; however, Managers have steps to perform to allow Employees to begin their self-evaluation

Jan 26
- January 26 - Staff Awards submission window opens (accepted through March 6)

FEB 1

FEB 15

MAR 1

March 1 - All staff employee evaluations due for completion
For a Manager to be eligible for a possible merit increase, they must have completed all evaluations to staff directly reporting to them.

MAR 6
- March 6 - Last day to provide Staff Awards submissions
Assistance

- Job Aids will be published at:
  hr.Kennesaw.edu/eperformance.php
- Contact your HRBP for assistance with the tool, SMART Goals, or Performance Improvement Plans (PIP)
Reminder: Inoculate Your Evaluations

• Evaluations often become infected by excuses and emotions
• Stick to the facts
• Truth is like getting a vaccine, it may be uncomfortable, but is meant to protect everyone
Thank you