NEW SHRA Performance Appraisal Program:
Program Basics

HR Connections Meeting
February 16, 2017

Human Resources – Employee Relations
Dan O’Brien, Sr. Employee Relations Consultant
Keila Valentin, Sr. Employee Relations Consultant
Why is the Program Changing?

- State of North Carolina agencies launched a new performance management program in July 2015
  - UNC Institutions were granted additional time to modify the program for the UNC System, using specific criteria mandated by the NC Office of State Human Resources
  - UNC Institutions and UNC-GA partnered to develop the new program and policy

- Policy was Reviewed by State HR Commission
  - Approval Date: February 4, 2016
  - Effective Date: April 1, 2016
  - Implementation schedules vary by UNC Institution
What are the New Program Goals?

- Provide process clarity: one program, one form
- Create standardized categories for evaluation
- Increase accuracy and defensibility of ratings
- Promote effective communication
New Program Structure

- **NC State Implementation Date:** April 1, 2017

- **Coverage**
  - All SHRA employees across the UNC system
  - The policy change **does not** impact EHRA employees

- **Performance Cycle**
  - April 1st to March 31st

- **Annual Appraisal and Performance Plan**
  - Due May 30th

- **New SHRA Performance Appraisal Form**
  - Consistent across UNC Institutions
New Program Structure

- **Performance Plan** (Parts 1-5 of the SHRA Appraisal Form)
  - **Institutional Goals**
    - Five goals for all SHRA employees (Expertise, Accountability, Customer-Oriented, Team-Oriented, Compliance & Integrity)
    - One additional goal for SHRA supervisors (Supervision)
    - Institutional goals are set by UNC-GA and **cannot** be changed

- **Individual Goals**
  - Three to five individual goals set by the supervisor
  - May be specific to one employee or apply to several employees

- **Talent Development Plan / Learning Plan**
  - Employee developmental goal(s) and/or corrective action plan
New Program Structure

- **Off-cycle Reviews** *(Part 6 of the SHRA Appraisal Form)*
  - Interim, Probationary, Transfer, Employee Requested, and Management Driven reviews
  - Probationary employees *must* receive quarterly reviews during the first 12 months of employment

- **Three Point Rating Scale** *(Part 7 of the SHRA Appraisal Form)*
  - Not Meeting, Meeting, and Exceeding Expectations
  - For each institutional goal, individual goal, and overall rating
  - Institutional goals and individual goals each represent 50% of the final overall score

- **Overall Comments Section** *(Part 8 of the SHRA Appraisal Form)*
  - Comments in each performance plan section not required
New Program Structure

- **Next-Level Supervisor Review** (Parts 5 & 9 of the SHRA Appraisal form)
  - Signs employees’ annual appraisals and performance plans

- **Appeal Rights** (Part 10 of the SHRA Appraisal Form)
  - Only Overall Rating of “Not Meeting Expectations” is grievable
  - Based on the University’s SHRA Employee Grievance Policy

- **Consistency (Calibration)**
  - Process of checks and balances to ensure the consistency of performance expectations and ratings across employees

- **Expectation of Ongoing Coaching and Feedback**
  - At least 3 discussions annually: Planning, Feedback, Appraisal
# Key Policy Changes

<table>
<thead>
<tr>
<th>CURRENT 2016 - 2017 Performance Cycle</th>
<th>NEW 2017 - 2018 Performance Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>June 1st to May 31st</strong></td>
<td><strong>April 1st to March 31st</strong></td>
</tr>
<tr>
<td><strong>Five-point rating scale</strong></td>
<td><strong>Three-point rating scale</strong></td>
</tr>
<tr>
<td><strong>Work Plan: Job Responsibilities, Performance Improvement, Training/Professional Development</strong></td>
<td><strong>Performance Plan: Institutional Goals, Individual Goals, Talent Development Goals</strong></td>
</tr>
<tr>
<td><strong>N / A</strong></td>
<td><strong>Five goals for all SHRA employees + One additional goal for supervisors; cannot be changed</strong></td>
</tr>
<tr>
<td><strong>Three to five “key responsibilities” written by the supervisor focusing on critical activity or outcomes for the performance cycle</strong></td>
<td><strong>Three to five strategic goals written by the supervisor for each employee for the current performance cycle</strong></td>
</tr>
<tr>
<td><strong>Interim, Transfer</strong></td>
<td><strong>Interim, Probationary, Other (Transfer, Management-Driven, Employee-Requested)</strong></td>
</tr>
<tr>
<td><strong>Only required to review employees’ annual appraisals if overall rating will be a &quot;1&quot; or &quot;2&quot;</strong></td>
<td><strong>Next-level supervisor reviews and signs employees’ performance plan and annual appraisal before being issued to the employee</strong></td>
</tr>
<tr>
<td><strong>N / A</strong></td>
<td><strong>Check and balance process to ensure the consistency of expectations and ratings</strong></td>
</tr>
<tr>
<td><strong>Complete between April 1&lt;sup&gt;st&lt;/sup&gt; and June 30&lt;sup&gt;th&lt;/sup&gt;</strong></td>
<td><strong>Complete between April 1&lt;sup&gt;st&lt;/sup&gt; and May 30&lt;sup&gt;th&lt;/sup&gt;</strong></td>
</tr>
<tr>
<td><strong>Supervisor assesses employees' performance and assigns an overall rating</strong></td>
<td><strong>Supervisor rates each institutional goal and individual goal and calculates an overall final rating</strong></td>
</tr>
<tr>
<td><strong>Supervisor comments on each work plan section; employees write comments on the form</strong></td>
<td><strong>One overall supervisor comment section; employees attach comments and check the box on the form indicating that comments are attached</strong></td>
</tr>
<tr>
<td><strong>Human Resources provides a paper version of the form (PDF)</strong></td>
<td><strong>Human Resources provides an electronic version of the form (MS Word)</strong></td>
</tr>
</tbody>
</table>
# 2017-2018 Performance Cycle

<table>
<thead>
<tr>
<th>Performance Review Activity</th>
<th>Timeline / Due Date</th>
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</thead>
<tbody>
<tr>
<td>Performance Cycle Begins</td>
<td>April 1, 2017</td>
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<tr>
<td>Supervisors Meet with Employees (Performance Plans)</td>
<td>April / May 2017</td>
</tr>
<tr>
<td>Performance Plans Due</td>
<td>May 30, 2017</td>
</tr>
<tr>
<td>Probationary Employee Quarterly Appraisals Due</td>
<td>July 31, 2017</td>
</tr>
<tr>
<td>Interim / Probationary Employee Quarterly Appraisals Due</td>
<td>October 31, 2017</td>
</tr>
<tr>
<td>Probationary Employee Quarterly Appraisals Due</td>
<td>January 31, 2018</td>
</tr>
<tr>
<td>Performance Cycle Ends</td>
<td>March 31, 2018</td>
</tr>
<tr>
<td>Supervisors Meet with Employees (Appraisals)</td>
<td>April / May 2018</td>
</tr>
<tr>
<td>Annual Appraisals Due</td>
<td>May 30, 2018</td>
</tr>
</tbody>
</table>
SHRA Performance Appraisal Implementation Timeline

February
- Present to leadership
- Present to campus
- Training for Supervisors and HR representatives
  begins late February

March
- Training for Supervisors and HR representatives continues
- Present to Staff Senate
- 2016 – 2017 Performance Cycle ends on 3/31/17

April
- 2017 – 2018 Performance Cycle begins on 4/1/17
- Training for Supervisors continues
- Informational sessions for Employees begins late April
- Present to Faculty Senate

May
- 2016 – 2017 Annual Appraisals and Ratings due on 5/30/17
- 2017 – 2018 Performance Plans due on 5/30/17

June
- Employee Relations submits ratings to UNC-GA through the June DataMart
Training

Training Audience

- **Mandatory** for supervisors of SHRA employees and employees with HR responsibilities (begins late February)

- **Optional** for employees (begins early April)

Hybrid Training Approach

- In-person targeted training sessions (college/division)
  - Partnering with HR Leads to schedule

- In-person campus-wide sessions (register on Wolfpack Portal)
  - Sessions available online next week

- Online training resources (available mid-March)
Contacts & Additional Resources

Online resources available on the ER website:
–  https://er.hr.ncsu.edu/performance-management/

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