**MEMORANDUM**

TO: Academic Senate

FROM: Jeff Herring, CHRO

DATE: March 22, 2018

RE: Performance Management Policy - Revised

1. **Overview**

Research and literature from higher education institutions and Human Resource professional organizations, including the Society for Human Resource Management (SHRM) and Colleges and Universities Professional Association for Human Resources (CUPA-HR) illustrates that performance management, particularly periodic performance discussions between staff members and supervisors, contributes to:

* Attracting and retaining key employees
* Keeping employees engaged
* Maximizing the talent of employees
* Enhancing employee learning
* Improving quality of work and overall business performance

All of which helps the University of Utah accomplish our strategic mission, vision, and values.

Without frequent and effective staff performance management, both formal and informal, opportunities to acknowledge excellent performance, correct poor performance early, and identify and provide needed training may be missed. HR literature regarding turnover shows that issues with managers are often cited by employees as the reason for their resignation. A recent SHRM article discusses a poll conducted by Monster which cites “relationship problems with direct supervisors or managers.” The article also states “The Work Institute found that career development, work/life balance and …managers are consistently the top issues that push employees to job hop.” A regular performance management process increases communication between managers and employees, thus contributing to higher employee retention and engagement.

In December 2018, the Utah Legislative Auditors examined this area. They submitted an Audit Report titled, “A Performance Audit of Employee Evaluation Processes in Higher Education”. The legislative auditors were asked to review the effectiveness of university staff and faculty evaluations in relation to job performance.

The following recommendations were included in the audit:

* USHE institutions should implement policies to require staff evaluations and track their completion rates.
* USHE institutions should develop and encourage staff evaluations that are effective at managing performance.

In addition, as part of the University’s accreditation, the Northwest Commission on Colleges and Universities (NWCCU) recommends that administrators and staff be evaluated regularly regarding performance of work duties and responsibilities.

1. **Policy Proposal**

Policy 5-151: Performance Management – University Employees (Other than UUHC Staff) is attached for your review. Highlighted recommendations of the policy:

* Applies to all managers and supervisors of University Staff Members in benefits eligible positions. Employees in the categories of Academic Staff, Educational Trainees, Postdoctoral Fellows, and Medical Housestaff are exempt from this policy.
* Requires a minimum of one performance management discussion/evaluation each year.
* Performance discussions and evaluations will be documented in the approved University performance management system (UUPM).
* Timing of performance discussions and evaluations can be flexible to avoid peaks in workload.

1. **Staff Performance Management System UUPM**

University of Utah Human Resource Management implemented a new and easy to use online performance management system in January 2019.

When a college/division/department is ready to begin using the new online tool, they will decide what their performance evaluation period will be (for example calendar year, fiscal year, or other timeframe) so they can ensure the dates that evaluations are conducted won’t overlap with other priorities.

Each college/division/department will also decide how they want to evaluate their staff. Finally, each college/division can create a list of goals for all team members to accomplish.

At the beginning of the performance evaluation period, staff members will log into the system to create goals. Staff members play an important role in the performance management process by identifying their own goals related to college/division/department mission and goals. As a way of reminding staff members of the important role they play in supporting University goals (<https://president.utah.edu/universitystrategy/>) the first step in the process will be to review identified University values. Employees may set goals related to the University values, or simply acknowledge that they understand the identified values. This year University leadership has identified three specific values based on the University’s strategic goals that will be included on all staff performance plans:

* + Diversity & Inclusion at the University of Utah
  + Safety & Security at the University of Utah
  + OneU mission of promoting student success, developing new knowledge, and improving health and quality of life.

At this time the goals set by the college/division/department will display for employee to view. Finally, staff members can set their own individual goals. Supervisors will then log into the system to review the goals and approve the performance plan.

Over the course of the evaluation period, we encourage the manager and employee to meet periodically to touch base about progress on the goals. At the end of the evaluation period the employee will log back into the system to conduct a self-evaluation. Then the manager will log into the system to rate the employee and provide comments. Finally, manager and employee will meet to discuss the previous year and to set new goals for the upcoming year.

Online user training has been created for supervisors and employees. We are also creating a UUPM web page that will include links to trainings, FAQs, and other guidance to assist with the process. In addition, embedded UHRM teams are available to help facilitate creation of goals, rating styles and documents. We are ready to help colleges/divisions/departments implement the system. Contact your HR Team to get started.