### Contents

GU's Performance Management Philosophy and Key Components ............................................ 4

- GU's Approach ..................................................................................................................... 4
- Shared Responsibility ........................................................................................................... 4
- Performance Management ................................................................................................. 5
- Key Module Components .................................................................................................... 5
- GU's Program Enhancements ............................................................................................. 6

Logging-In and Employee Portal .......................................................................................... 6

Employee Reviews ................................................................................................................ 9

Supervisor Reviews Position Description ............................................................................. 10

Supervisor Sets Objective Plan ............................................................................................ 11

- Job Specific Criteria: ............................................................................................................ 12
- Individual Goals .................................................................................................................. 13
- Goal Statements .................................................................................................................. 13
- Professional Development .................................................................................................. 14
- Supervisor Completes the Plan .......................................................................................... 14

Employee Acknowledges Performance Plan ...................................................................... 15

Supervisor Reviews Comments from Acknowledgement .................................................... 15

Mid-Year Check-In ............................................................................................................... 16

Multi-Rater Feedback ........................................................................................................... 17

- As a Supervisor to Locate Multi-Rater Feedback ............................................................... 22

Employee Completes Self-Review ......................................................................................... 23

- Job Specific Criteria ............................................................................................................ 25
- Individual Goals .................................................................................................................. 25
- Top 3 Accomplishments ..................................................................................................... 26
- Professional Development Plans ....................................................................................... 26

Supervisor Tools .................................................................................................................... 27

Supervisor Review ................................................................................................................ 27

Performance Assessment Rating Definitions ........................................................................ 29

Overall Performance Assessment Rating ............................................................................ 30

Reviewing Officer Acknowledges and Review ................................................................... 32
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Review Discussion</td>
<td>33</td>
</tr>
<tr>
<td>Employee Acknowledges Performance Review</td>
<td>34</td>
</tr>
<tr>
<td>Progressive Notes</td>
<td>35</td>
</tr>
<tr>
<td>Employee Leave</td>
<td>36</td>
</tr>
<tr>
<td>User Tips</td>
<td>36</td>
</tr>
<tr>
<td>Program Eligibility</td>
<td>36</td>
</tr>
<tr>
<td>Making a Mistake</td>
<td>37</td>
</tr>
<tr>
<td>Email Notifications</td>
<td>38</td>
</tr>
<tr>
<td>Sample - Reminder Emails</td>
<td>38</td>
</tr>
<tr>
<td>System/Program Questions</td>
<td>38</td>
</tr>
</tbody>
</table>
GU’s Performance Management Philosophy and Key Components

Performance management is an ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between manager(s) and employee.

It is a philosophy which values and encourages employee development through a style of management which provides frequent feedback and fosters teamwork.

It emphasizes communication and focuses on adding value to the university by promoting improved job performance and encouraging skill development.

Performance Management involves clarifying the job duties, defining performance standards, and documenting, evaluating and discussing performance with each employee.

GU’s Approach

Performance management is not just about annual reviews, but captures the entire employment relationship

- Position Description = Tool to Hire Right & Employment Foundation
- Job (performance and behavior) Expectations = Accountability
- On-Going, Clear Communication = Shared Responsibility
- Performance Review = Assessment & Reward
- Professional Development Plan = Career Progression
- Performance Improvement Plan = Course Correction

Effective performance management requires policy adherence, time investment, commitment, transparency, and quality systems

Shared Responsibility

- Establish clarity on job expectations, position description and duties
- On-going communication between Supervisor and Employee
- Supervisor and Employee document year-round
Key Module Components

1. Review of Position Description – Employee and Supervisor together
2. Set Objective Plan on the front end of evaluation period
3. Employee Acknowledgements
4. Mid-Year Check-In – between Employee and Supervisor
5. Employee Self-Review – focus on development and narrative
6. Review of Position Description – Employee and Supervisor together
7. Set Objective Plan on the front end of evaluation period
8. Employee Acknowledgements
9. Mid-Year Check-In – between Employee and Supervisor
10. Employee Self-Review – focus on development and narrative
GU’s Program Enhancements

- Opportunity to raise GU’s performance management initiatives to next level
- System compliments GU’s Performance Management Philosophy
- Move away from paper to on-line platform
- Comprehensive program – front end focus
- On-going communication between Supervisor and Employee
- Transparency
- Culture shift
- Shared Responsibility and Accountability
- Increase compliance and participation

Logging-In and Employee Portal

Log in: https://gonzaga.peopleadmin.com/hr/ Using your regular GU login and password

Click on “Go to Employee Portal” in the upper right corner.
Employee Portal

Default Home Page
“Home” – all the action items coming up and overdue

Navigation **options** once in employee portal:
1. Click on your action item(s)

2. Or, click on “my reviews” in the upper left corner to see your reviews
Once in “my reviews” click on the appropriate performance program to see what action items are required.

Once in the program, you can navigate the steps using either the links on the left-hand side of the page or the icons in the center of the page.
Employee Reviews

To access your employee(s’) reviews, click on “My Employees’ Reviews” in the upper left-hand side of the page. *supervisors only

Once in “my employees’ reviews” click on the appropriate Performance Program to see what action items are required.
Supervisor Reviews Position Description

- **NEW** Feature which reminds supervisors to review position description with employee
- From the “Home” button view action items which are due and select “Supervisor Reviews Employee’s Position Description”
- “Hover” over name of employee to be brought to their position description
- Review position description with your employee

---

**Annual Performance Program Pilot Group 2013-2014**

**Supervisor Reviews Employee's Position Description**

It is now time to review your employee’s position description and discuss the position description with your employee. The position description serves as the foundation for establishing the performance objective plan. Once you have discussed the position description with your employee, if any edits are required, please contact Human Resources at 5506. You may use the Progress Notes to record any discussion that you have with your employee. After this task is finished, mark “complete.”
Supervisor Sets Objective Plan

- **“NEW” Enhanced feature which allows supervisors to inform and get agreement from their employee on the objectives the employee will be reviewed on at the end of the performance cycle**
- Select the program
- Click on the “Plan” icon (the orange flag) or click on “Plan” in the left-hand menu bar
- Scroll through the “performance criteria” section to the bottom of the page and then click “next”
Revised Core Performance Criteria:

1. Commitment to the Mission
2. Professional Conduct and Positive Representation of University
3. Communication Skills
4. Adaptability and Flexibility
5. Accountability
6. Planning and Execution
7. Problem Solving
8. Decision Making
9. Risk Management

Objective Plan: Supervisor Criteria:

NEW - Supervisor Performance Criteria:

1. Leadership
2. Performance Management
3. Resource Management

A criterion applies to anyone in a supervisory position. Criteria located under core performance criteria. Mark as N/A if does not apply to position.

Job Specific Criteria:

In the “job specific criteria” section, enter a minimum of 1 and a maximum of 5 different job specific criteria. These items should be focused on the employee’s specific role which you would like them to be evaluated on during the upcoming review period. After completing the entry click “add entry”. When you have completed entering the final job specific criteria click “next”.

![Annual Performance Program](image-url)
Individual Goals

For the Individual Goals section, enter a minimum of 1 and a maximum of 5 Individual Goals for your employee to work on over the course of the next review period. Goals should be “SMART” Specific, Measurable, Agreed Upon, Relevant and Timed. After completing the entry click “add entry”. When you have completed entering the final job specific criteria click “next”.

Goal Statements

- Strategically aligned
- Objective in measurement
- SMART formula (Specific, Measurable, Agreed upon, Relevant, Timed)
- May be necessary to revise or eliminate certain goals throughout the year
Professional Development

For the Professional Development section, select a Professional Development Category (Education, Certification or Other) and enter a description of the professional development for your employee to work on over the course of the next review period. After completing the entry click “add entry”. When you have completed entering the final professional development click “complete”.

Supervisor Completes the Plan

Click “Ok” to confirm you want to complete the Plan
Employee Acknowledges Performance Plan

Employee will see “acknowledge the plan” task on their home page under “your action items”

- Employee should read over the plan
- Once the employee is comfortable with the content of the plan, employee should click “acknowledge”
- If employee has concerns over the plan, the employee should meet with his/her supervisor
- Employee may enter comments

Supervisor Reviews Comments from Acknowledgement

Supervisors should click the approvals/acknowledgements to review the employee comments and initiate conversation with their employees as needed
**Mid-Year Check-In**

- **Enhancement:** Supervisors and employees meet part-way through the review cycle to check-in and revise any part of the objective plan (if necessary)
- Supervisor should click on “home” on the top of the page to see what tasks are due under “your action items”
- Supervisor should click on “mid-year check-in”
- Supervisor should meet with their employee
- After the meeting, supervisor should click “complete”

- After the meeting, supervisor should document the discussion in the progress notes
- Supervisor may want to update the plan post mid-year check-in
- Employee will acknowledge the new plan
Multi-Rater Feedback

- Supervisor and employee discuss possible Multi-Raters
- Supervisor informs the employee of choice of Multi-Raters during the mid-year check-in
- Supervisor assigns Multi-Rater(s)
  - No auto email notification for Multi-Rater – make sure you inform those you select and your timeframe for completing feedback
- Select Multi Rater Feedbacks-Invite Multi-Rater from the left hand column
Box should appear to allow you to type in the name of your Multi-Rater

Start typing in the last name of the Multi-Rater and then check the box of the correct employee and then click “save”
To complete multi rater feedback, click on My Multi Rater Feedbacks on the left-hand column

Select the Annual Performance Program for the employee you will complete multi-rater feedback
To complete the Multi-Rater feedback, click on Multi-Raters provide Feedback/Input

Multi Raters should complete Performance Criteria, Job Specific Criteria and the Overall Rating based on the areas they have observed
All areas are optional
Comment only on those applicable with direct experience and include tangible examples

Overall Rating does not feed into the Supervisor Review
Once the feedback has been entered, click “complete”
Once sure you want to complete the multi-rater feedback, click “ok”

Please Note: Once you submit feedback, you may not make additional edits and it may not be returned by the supervisor for additional comments.
As a Supervisor to Locate Multi-Rater Feedback

To locate the multi-rater feedback on my employee, select the annual performance program.

Select “annual performance program” then click on “Multi-rater Feedbacks” on the left hand menu bar and select the employee who you assigned to provide multi-rater feedback.
View the feedback from your Multi-Rater(s) prior to completing the supervisor review

---

**Employee Completes Self-Review**

- The criteria established in the plan carries over into the Self Review
- Employee can access self-review under the “home” button under “your action items”
- Or, employee can click on “My Reviews”, then the “Self Review” icon, or “Self Review” on the left-hand menu bar
Performance Criteria

For each criteria the employee should select “strength,” “development opportunity” or “both” from the drop down list. Then, the employee should complete the “comments” section describing why they chose the specific assessment.

Once completing the Performance Criteria section, the employee should click “next”. If employee is not in a supervisory position, mark “N/A” for the three supervisor performance criteria listed.
Job Specific Criteria

The employee should complete the “job specific criteria” portion, selecting the assessment and completing the comments portion. Once complete, the employee should click “next”.

Individual Goals

The employee should complete the “individual goals” portion selecting the assessment rating and completing the comments portion. Once complete, the employee should click “next”.
Top 3 Accomplishments

The employee should complete the “Top 3 Accomplishments” portion. After entering each item the employee should click “add entry” until 3 accomplishments have been listed. Once complete, the employee should click “next”

Professional Development Plans

The employee should provide comments in the “Professional Development Plans” portion. **It is important to complete all tabs before submitting the self-review to your supervisor.** Once complete the employee should click “complete”
Supervisor Tools

- Objective Plan
- Employee Self Review
- Progress Notes
- Multi-Rater Feedback

Supervisor Review

The criteria established in the plan carries over into the Supervisor Review

Supervisor can click on the “home” button and select the review under “your action items”

Or, supervisor can select the supervisor review by clicking on the supervisor review (pen) icon or “supervisor review” on the left-hand column
Supervisor will provide comments in each of the performance criteria; job specific criteria, individual goals and professional development sections in support of the overall rating.
Performance Assessment Rating Definitions

Using the definitions as a guide, the overall rating may be assigned in .25 increments (i.e. 1.75, 2.25, 2.75)

**Rating 3.0 – Exceptional**
Far exceeded expectations in all areas of responsibility.

**Rating 2.5 – Exceeds Expectations**
Consistently exceeded expectations in essential areas of responsibility.

**Rating 2.0 – Successfully Meets Expectations**
Consistently met expectations in essential areas of responsibility. Results were consistent with those of a fully trained and motivated employee.

**Rating 1.5 – Improvement Needed**
Did not consistently meet expectations in essential areas of responsibility. A performance improvement plan must be established.

**Rating 1.0 – Unsatisfactory**
Consistently fell far below expectations in essential areas of responsibility or failed to make reasonable progress on a performance improvement plan. A corrective action plan must be established.
Scores have moved from a 0-3 rating scale to 1-3 rating scale
Supervisors select one “overall” score rather than individual scores for each category
Supervisors select scores in “.25” increments rather than averaging out individual ratings
Supervisor should select an overall score from the drop down menu and provide comments

Supervisor will select an overall score from the drop down menu and provide comments
Supervisor should click "complete" once the review is finalized - will now go to the Reviewing Officer.
Reviewing Officer Acknowledges and Review

- Reviewing officer is the next level supervisor
- Reviewing officer can click on the “home” button and view the acknowledgement step under “your action items”
- Or, reviewing officer can click on the acknowledgement (clipboard) icon or “acknowledgements” from the left-hand column
- Reviewing officer should read through the performance review and click “acknowledge” once having approved the review
- Supervisor must not meet with their employee prior to the reviewing officer approving the review
- If reviewing officer disagrees with the review, the review can be sent back to the supervisor for reconsideration by clicking “reject”
- Reviewing officer should include comments back to the supervisor
- Reviewing officer and supervisor must discuss the review prior to the supervisor re-submitting the review to the reviewing officer
- Reviewing officer should read through the performance review and click “acknowledge” once having approved the review
- Supervisor must not meet with their employee prior to the reviewing officer approving the review

Reviewing officer should communicate to the supervisor when the review has been approved or returned.

Once the reviewing officer has acknowledged the review, the review is with the supervisor. All supervisors must strive to meet with their employees as soon as possible once the reviewing officer has acknowledged and approved the review.
Performance Review Discussion

Supervisor will click on the “home” section on the menu bar across the top of the page to see what tasks are due
** NO SURPRISES **
Supervisor should click on “performance review discussion”
Supervisor should meet in person with their employee and deliver the performance review
  • After the meeting, supervisor should click “complete”

After the meeting, supervisor should document the discussion in the progress notes
Employee Acknowledges Performance Review

Employee can click on the “home” button, under “your action items”, and find the acknowledgement which is due
Or, employee can click on the Acknowledgement Icon (clipboard) or “Acknowledgements” on the left-hand column

Employee should read through the supervisor review to ensure it captures the performance review discussion
Once the employee has read through the review, employee should click “acknowledge”
Progressive Notes

- This feature will allow you to capture progress notes on-line throughout the review period
- Supervisors and employees will not see each other’s notes (private to the user)
- Available for supervisors and employees
- Throughout the performance management cycle, supervisors and employees have access to “progress notes”
- Helpful tip – complete progress notes monthly to ensure an easy review documentation process
- Progress notes can be accessed by clicking on the yellow progress notes icon or “progress notes” on the left-hand column
• You may attach these types of documents:
  • Microsoft® Word® or similar word-processing (.doc, .docx, .rtf, .rtx)
  • PDF
  • Plain text, such as from Notepad (.txt)
  • Microsoft Excel® (.xls, .xlsx)
  • Graphics (.tiff, .tif, .jpeg, .jpg, .jpe, .png)
• If you attach a document it is converted to .pdf format. Documents may take some time to convert.

Employee Leave

What if my employee is on leave?

• Try to complete any open tasks early, prior to their leave
• If not able, tasks will be “overdue”
• “Overdue” tasks can be caught up upon their return, if within the annual review cycle
• If the end of the annual review cycle is near, the supervisor should complete the performance review and the employee should sign a hard-copy when back from leave

User Tips

Time Investment:
• Awareness
• Calendar time to complete the steps throughout the year

Saving Content:
• Save often and before stepping away from your computer

Timing Out:
• System times out after 120 minutes

Dual Screens:
• If you have two monitors, able to open system twice to view information

Program Eligibility

New Hires:
Anyone hired into a regular status position prior to April 1st of each year will be included in that year’s performance management cycle
Anyone hired into a regular status position on or after April 1st of each year will be placed in the following year’s performance management cycle
No longer conduct 6-month reviews

Less than 12-month Positions:
Ideally, the entire process is complete before employee leaves for the summer
Ensure to allocate time for the reviewing officer approval and the performance discussion
Making a Mistake

- If you make a mistake the system will alert you with a box at the top of the screen with text in RED
- Fixing the mistake
- Go to the area that is mentioned in the error box
- Redo/complete the section with the error
Email Notifications

System generated email reminders will be sent throughout the performance management cycle. Provide notification of upcoming tasks to be completed, as well as when a task is overdue and requiring attention.

Email notifications will be in a digest format.

Sample - Reminder Emails

From: <humanresources@gonzaga.edu>
Date: October 3, 2013 at 12:45:38 AM PDT
To: <murrayh@gonzaga.edu>
Subject: Your Performance Management Action Items - Annual Performance Program Pilot Group 2013-2014

Hello Heather Murray,
There are Performance Management Action Items that need your attention.

Open Action Item - 3
You have at least one action item open.
Supervisor Reviews Employee's Position Description (Due 10/31/2013)
Supervisor Reviews Employee's Position Description (Due 10/31/2013)
Supervisor Sets Plan (Due 10/31/2013)
View your Action item in the Gonzaga University Employee Portal »

Please log into the Gonzaga University Employee Portal and complete your action items. Contact HR if you have any questions.

System/Program Questions

Please contact Human Resources at 313-5996