

Performance Management – Frequently Asked Questions

General Questions

1. What is the Annual performance cycle for an SHRA & EHRA Non-Faculty?

The start date of the annual **SHRA** performance cycle is April 1, 2021 through March 31, 2022.

The start date of the annual **EHRA Non-Faculty** performance cycle is July 1, 2021 through June 30, 2022.

- **SHRA Annual appraisals are due to Human Resources by May 15, 2022**
- **EHRA Annual appraisals are due to Human Resources by August 15, 2022**

2. What is the Performance plan and when is it due?

The Performance Plan defines how well the employee needs to perform job duties in order to meet business needs. It also includes targeted individual goals and established institutional goals for the employee. For more information you may refer to the policies.

- **SHRA Annual appraisals are due to Human Resources by May 15, 2022**
- **EHRA Annual appraisals are due to Human Resources by August 15, 2022**

3. What if my SHRA employee is starting during the cycle?

The manager/supervisor needs to hold a performance planning discussion and put a performance plan in place within 60 calendar days after:

- **The beginning of the annual performance appraisal cycle**
- **A change in position or a change in a manager/supervisor; or**
- **A new (probationary or time-limited) employee's date of employment**

4. What are Individual and Institutional Goals?

Individual Goals- These goals are not meant to address every aspect of the employee's work. Instead, these goals are meant to focus on 3 to 5 work assignments that are particularly important for this performance cycle. Individual goals may be critical-function goals that highlight some of the most critical work needs in the employee's position.

Institutional Goals- Institutional goals should appear in the performance plans of every SHRA employee. There is an additional institutional goal for supervisors regarding their supervisory responsibilities.

- Expertise
- Accountability
- Customer- Oriented
- Team- Oriented
- Compliance & Integrity
- Supervision (for supervisors only)

5. How is an SHRA employees final overall rating on the performance appraisal calculated?

Under the new SHRA Performance Appraisal Program, supervisors establish weights for each institutional goal and for each individual goal at the beginning of the performance cycle.

Goal weights must be at least 5% for each goal and any weighting changes should occur prior to the annual appraisal. An overall numeric score is calculated for each employee using the sum of the score of all institutional goals (100% of the overall score) plus the sum of the score of all individual goals (100% of the overall score). This numeric score corresponds to an employee's final overall rating, according to the following:

2.70 to 3.00 = Exceeding Expectations

1.70 to 2.69 = Meeting Expectations

1.00 to 1.69 = Not Meeting Expectations

It is important to note that performance deficiencies have an impact on an employee's final overall rating. For example, employees who receive any rating of "Not Meeting Expectations" on an institutional goal or on an individual goal OR who were issued disciplinary action during the performance cycle may not receive an overall rating of "Exceeding Expectations," regardless of the final overall score.

6. Can employee ratings be assigned in half-point (.5) increments?

No, the ratings for each institutional goal and individual goal must be in whole numbers 1, 2, or 3. An employee's final overall rating is based on the weighted average of the institutional goal and individual goal ratings.

7. Who is required to have an Annual Performance Appraisal?

All permanent SHRA and EHRA non-faculty employees that have been in their roles for at least 6 months.

8. What is the 2nd level supervisor's role?

The 2nd level supervisor's role is to provide quality control to ensure that goals are being assigned appropriately, that performance expectations are consistent across employees, and that ratings are being assigned accurately and consistently across work units and across supervisors within the same organization.

9. Can supervisors submit a final rating for an employee without having completed an annual appraisal?

No. As part of the Performance Appraisal Program, supervisors are required to complete the annual appraisal form and meet with their employees before submitting final overall ratings to Human Resources.

10. Can supervisors meet with employees to discuss both the annual appraisal and the performance plan in the same meeting or schedule separate meetings?

Supervisors may provide a draft performance plan to the employee for the new cycle at the time of the appraisal meeting but should schedule a separate meeting to discuss the new performance plan.

11. What recourse do employees have if they disagree with the ratings on their performance appraisal?

Employees are encouraged to discuss ratings and comments with their supervisor either during the performance appraisal meeting or shortly thereafter. The employee can make suggestions for changes and provide additional information that may be useful to the supervisor in deciding if any changes should be made.

In addition, employees may file a grievance for a final overall rating of "Not Meeting Expectations" on the annual performance appraisal. The performance plan, off-cycle reviews, institutional goal ratings, individual goal ratings, and written comments are NOT grievable. For more information, please refer to the [SHRA Employee Grievance Policy](#). Employees may also contact their departmental Human Resources office to discuss what other options may be available.

12. If an employee wants to attach comments to a performance appraisal, by when must it be done?

There is no deadline for attaching a performance appraisal response; however, it is strongly recommended that employee responses be completed within two weeks of the appraisal meeting.

13. What happens if a supervisor does not complete an employee's annual appraisal?

According to policy, if a supervisor fails to complete the appraisal process and/or to submit a final overall rating, the next-level supervisor is responsible for ensuring that these processes are completed in a timely manner. Employees who do not receive an annual appraisal should first speak with their supervisor or next-level supervisor to resolve the issue. If this is unsuccessful, the employee should contact their departmental Human Resources office for assistance.