PERFORMANCE MANAGEMENT AT IANR
AGENDA

- Why are we changing?
- Performance management at IANR
- Your role in the process
- Tutorial: documenting conversations online
- Next steps and Q&A
Why are we changing?
2015 STAFF SURVEY RESULTS

Top Areas for Improvement:

- Increased level of recognition
- Utilize & enhance skills and capabilities
- Talk about career goals and development
- Orientation to perform job
- Compensation and pathway for promotion
We each understand the value of our position and how we contribute to the IANR mission. We do our best work when communicating openly and collaborating across IANR. We encourage each other to reach our full potential by leveraging individual strengths.

INSPIRE is the philosophy for how we provide HR and Payroll services at IANR. The pillars are the core principles of INSPIRE.
IANR HUMAN RESOURCES/PAYROLL SERVICES

Our IANR human resources team is committed to providing resources, support and growth opportunities for our employees. Our services assist in maintaining a culture where employees thrive and excel.

Recruitment & Selection
- Manage staff recruitment and selection process
- Assist with behavioral-based interview questions
- Coordinate Extension Educator searches

Onboarding
- Develop and provide resources for the IANR onboarding program and new employee orientation

Classification & Compensation
- Assist HR staff with and approve job descriptions
- Approve pay increase requests - i.e. temporary responsibility/overload and permanent equity and reclassification
- Assist departments with workforce planning and restructuring
- Support the PeopleAdmin system

Performance Management
- Manage performance management process
- Coordinate pilot program
- Provide support and coaching to managers
- Support the IANR performance management system

Reward & Recognition
- Promote and develop rewards and recognition programs and practices

Employee Relations
- Provide support to employees and managers
- Provide conflict resolution and coaching services
- Facilitate and refer issues to UNL-HR and ADA as appropriate
- Assist managers with staff performance improvement plans

Payroll & Appointment Management
- Manage bi-weekly and monthly payrolls
- Manage staff and faculty appointments
- Verify, analyze and report payroll data
- Resolve payroll issues
- Perform tax analyses
- Develop and evaluate payroll process & procedure
- Support the SAP system

Learning & Development
- Develop and implement L&D strategy
- Create and provide StrengthsFinder team development
- Provide StrengthsFinder coaching
- Provide manager development resources
- Develop and deliver training

Performance Management...
### Effective performance management:

<table>
<thead>
<tr>
<th>Feature</th>
<th>Benefit</th>
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<tr>
<td>is simple and efficient</td>
<td>promotes open &amp; ongoing communication</td>
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<tr>
<td>is employee driven</td>
<td>helps create a culture of transparency</td>
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<tr>
<td>is consistent but flexible</td>
<td>allows you to revisit and adjust goals as necessary</td>
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<td>keeps employees on track, motivated &amp; engaged</td>
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**WHY are we changing our process?**
## Performance Management at IANR

### THEN

**Traditional Annual Performance Evaluation**

- Scorecard evaluation completed once per year for budget requirements

- Standardized ‘one-size-fits-all’ approach

- Supervisor-driven: cumbersome and inefficient

- Demotivating process focused on fixing employee weaknesses

- No formal goal-setting process

- Performance feedback given only once per year

### NOW

**Performance Management Conversations**

- Frequent conversations throughout the year focused on staff growth and development

- Flexibility for meaningful conversations tailored to employee and department needs

- Employee-driven to give ownership to staff and reduce bureaucratic tasks for supervisors

- Process designed to enhance employee performance by focusing on talents and strengths

- Discussion around upcoming priorities ensures alignment with supervisor, department and IANR

- Real-time, frequent feedback leads to enhanced performance and productivity
Here's how it works:

1. Employee & manager prep for conversation
2. Conversation takes place
3. Employee summarizes conversation online
4. Manager reviews & finalizes

1 conversation
5 questions
2 times per year
Performance Management at IANR

**Spring**
February – April
Performance Management Conversation

**Fall**
September - November
Performance Management Conversation

**Annual Merit Process**
July 1
- Driven by the budget office
- Conversations are used to inform the annual merit increase decisions
- Managers will use these discussions, personal observations and discretion to recommend appropriate annual merit increase
What accomplishments have you had since the last time we met?

- Highlight accomplishments from the past 6 months
- Focus on the tasks or projects that made the biggest difference
- Where did you make a significant impact?
- What are you most proud of accomplishing?
What will you accomplish before the next time we meet?

Think ahead to the next 6 months
- What are the things you will be working on?
- Remember, you don’t need to list everything you will be doing
- What projects or tasks will require the most of your time and will have the biggest impact?

Upcoming accomplishments…
- Help clearly define what is expected of you in your current job.
- Should be a collaborative effort with your manager.
- Are flexible and can be adjusted throughout the year as priorities shift.
What are your natural strengths and talents? How can you further utilize these in your job and within our team?

- During which tasks/projects were you “in your zone”?
- Which parts of your job give you the most energy? How can we help you do more of that?
- Which parts of your job do you find draining?
- How can we further tap into your strengths to help our team?
What challenges are you facing today?

- Are there things that are keeping you from performing at your best? What are those things?

- Perhaps you are having a tough time prioritizing, or there is a lack of communication between you and a group you’re working with.

- How can we overcome those obstacles?
It’s important to let your manager know what he/she can do to help you be your best.

Do you need more guidance on a project that has been assigned to you? Do you need more frequent interaction just to touch base? If so, this is your chance to let them know.
EMLOYEE RELATIONS

- Consultation
- Facilitation
- Conflict resolution strategies
- Employee/manager support & guidance

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<table>
<thead>
<tr>
<th><strong>Employee</strong></th>
<th><strong>Manager</strong></th>
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<tr>
<td>Schedule the conversations with your manager</td>
<td>Prepare for the discussion by taking notes or thinking about responses to each of the 5 questions</td>
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<td>Prepare for discussion by taking notes or thinking about responses to each of the 5 questions</td>
<td>Provide honest feedback on employee's performance and recognition for accomplishments</td>
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<td>Be open and honest during performance discussions</td>
<td>Review the employee's summary in Reviewsnap and add your own comments. Finalize the form when complete.</td>
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<td>Following the conversations, summarize in Reviewsnap and advance the form to your manager</td>
<td>Use conversation summaries, personal observations and your discretion as input for the annual merit increase</td>
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WHAT’S IN IT FOR YOU?

Opportunity for growth & development
Clarity & direction
Recognition for your contributions
Avenue to openly communicate
Do your best work
Know how you support IANR’s mission
Know where you stand
Ongoing feedback
ACCESSSING REVIEWSNAP

www.reviewsnap.com
www.IANRHR.unl.edu

Username:
- UNL Email Address

Default Password:
- Password1

- Performance conversation summaries are only visible to you and your manager
- Summaries are attached to your record so you can always go back and review
- Employee & manager cannot make edits to each other’s comments
- Email notifications will inform you when changes are made to the status of the form
QUESTIONS?

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