



**University Human Resources**  
**Performance Development Toolkit for Managers**  
**March 2020**

**Dates and Deadlines for the 2019-2020 Performance Appraisal Cycle**

Performance reviews for 2018-2019 will be delivered to your Workday inbox on February 27<sup>th</sup>. Please complete the appraisal and submit it to your Performance Partner for review and/or approval **by April 3, 2020**. Once approved by the Performance Partner, appraisals route to employees, and managers will receive a notification of employees' receipt of the appraisal.

A [flow chart](#) documenting the full submission and review process in Workday is available on the UHR Performance website. Your [HR Consultant](#) is also available to assist you to prepare your conversations with staff about performance. For assistance with completing the form in Workday please view the Completing Annual Performance Appraisals **job aid** available in Workday Learning.

Performance conversations with staff should be completed by **June 2020**.

**What is required of me as a manager?**

As a manager of staff, it is expected you will:

- Have regular conversations throughout the year to review how well the employee is meeting performance expectations, debrief on why projects succeeded (or didn't), and review ways the outcome might have been enhanced.
- Talk with your Human Resources Consultant if you plan to assess an overall rating of "requires improvement" for any staff member. Appraisals with this rating require approval from your HR Consultant in advance of submitting the appraisal to your Performance Partner, as well as a discussion with your HR Consultant to plan next steps to address performance issues.
- Complete an Annual Staff Performance Evaluation form for employees in regular and fixed term positions, including an assessment of the staff member's accomplishment of goals and key responsibilities, new skills demonstrated during the year, and your assessment of the staff member's mastery of the University's core competencies. The core competencies defined below are required of all Brown staff.
- When reviewing the core competencies as you prepare the appraisal, it's helpful to include examples to support your assessment.

<b>Core Competencies for All Staff</b>	
<b>Job Knowledge</b>	Possesses and continually updates requisite knowledge and understanding of assigned duties, responsibilities, policies, procedures and compliance requirements to perform the position. Demonstrates technical skills required for the position. Understands business needs and desired outcomes.
<b>Work Product</b>	Demonstrates quality product including accuracy and thoroughness in work required for the position. Plans and completes acceptable quantity of work within deadlines. Works with diligence and identifies opportunities to streamline or improve processes.
<b>Customer Focus</b>	Consistently exhibits professional demeanor with internal and external constituents and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations/perspective and acknowledging and responding to concerns in a timely and helpful manner. Demonstrates commitment to exceptional service and timely problem resolution
<b>Dependability/Accountability/Professionalism</b>	Follows through on assignments. Takes ownership of work. Is reliable, professional and responsible. Adheres to procedures, practices, and work schedule. Work is completed in a timely manner and within established deadlines effectively using resources. Demonstrates commitment to professional development.
<b>Collaboration/Teamwork</b>	Demonstrates cooperation and teamwork. Values and seeks input and expertise of others. Contributes to the team environment by working effectively with others on the team to accomplish work. Treats co-workers with respect, honesty and fairness. Resolves issues effectively and is viewed as a positive team member and/or colleague.
<b>Communication</b>	Communicates effectively and respectfully verbally and in writing. Follows instructions and shares information appropriately. Engages in meaningful two-way conversations. Listens attentively and clarifies information when necessary.
<b>Commitment to/Demonstration of Inclusion &amp; Welcoming Behavior in the Community</b>	Creates a welcoming learning and working environment with productive and positive workplace relationships. Builds and supports a diverse and inclusive community by demonstrating respect in the workplace. Proactively identifies opportunities to increase awareness and hold self and others accountable for acting in a way which breaks down barriers between groups of difference. Creates an inclusive climate that accepts and welcomes diversity.

Managerial competencies should be assessed for those who supervise staff:

<b>Managerial Competencies for Those Who Supervise Others</b>	
<b>Management</b>	Establishes performance expectations for staff. Provides timely, effective and meaningful feedback that motivates staff members to improve their performance. Builds and supports a high performing team. Assists employees in eliminating barriers to performance and provides encouragement for skill development. Delegates responsibility appropriately. Recognizes and rewards achievement.
<b>Leadership</b>	Establishes clear vision for staff and motivates employees to achieve their best performance. Engages and motivates staff, coaching for peak performance. Promotes a welcoming, inclusive and supportive work environment and fosters continuous improvement. Makes outreach efforts and uses resources to create a diverse workforce. Leads and manages change. Builds and manages relationships across the department and University.

### **Why are there two versions of the Annual Appraisal, and how do I decide which one to use?**

Two versions of the *Annual Staff Performance Evaluation* form are available. Each form addresses all aspects of an employee's performance, and should guide an open and honest conversation with your staff members about performance. You are required to use the same form for all 'similarly situated' employees in your department, i.e., all staff at the same job grade, or all staff performing similar work, having the same job title or reporting to the same supervisor.

The **Competency-Based** form provides the opportunity to evaluate individual job skills and approaches to work, and comment on each. This approach to discussing performance may help clarify for staff members how their work compares to department standards, and identify specific areas where their contributions have met, exceeded, or not met standards.

The **Narrative** form provides the opportunity to review an individual's performance more comprehensively, giving managers an opportunity to discuss performance on work projects and outcomes and referencing individual competencies without focusing on them individually.

### **How does performance align with pay?**

Brown has a pay for performance policy, found [here](#). The employee's overall performance rating determines the merit increase.

## **Frequently Asked Questions**

### **1. My staff member has a part time position at Brown in addition to a job in my department. Who will receive the annual performance appraisal in Workday?**

Annual performance appraisals will route to the manager of the primary position. Managers of the staff member's additional position may be asked to provide feedback about performance to the primary position's manager who can add this feedback to the review form.

For **staff members who transferred into your department** during the appraisal cycle, feedback from their prior manager should be incorporated, so that the annual appraisal reflects the staff member's full year of work. The current manager will be responsible for determining the overall performance rating that best reflects the feedback provided.

### **2. My own manager wants to review the appraisal I am preparing for the staff member I supervise. How and when in the process can I share a draft?**

**Before** you select the *Submit* button to route the appraisal to your Performance Partner, use the printer icon to generate a PDF version to share with your manager.

### **3. After our conversation about performance, my staff member and I have agreed to make changes to the appraisal. How can we do that?**

After approval by the Performance Partner, the appraisal is finalized and can't be revised. To include agreed upon changes, the employee should acknowledge the form and write a comment to summarize the changes.

### **4. Who is the Performance Partner for my department?**

You'll find Performance Partners listed on the roles tab, when you click into the Organization name on the Job Details in your profile.

### **5. When and where can my staff member view performance appraisals in Workday?**

Staff members will first see their own reviews in Workday once the Performance Partner selects the *Approve* button. As their manager, you will simultaneously receive a Workday notification informing you that the appraisal

has been approved and it is now visible to the employee for acknowledgement.

After the staff member acknowledges the appraisal (with or without comments) and the review is finalized, you both are able to view the form in Workday on the Performance tab of the worker profile.

**6. I have a staff member who is still in the probationary period, and / or I have a staff member who hasn't completed a full year of employment. Are there any considerations for probationary and shorter-term employees?**

Staff who have completed the probationary period, but haven't been employed for a full appraisal cycle, should still receive an annual performance appraisal; however, during the annual merit increase process, increases should be pro-rated to reflect the staff member's limited employment period.

Given their limited time in the department, staff who have not completed the probationary period should not receive an appraisal during the annual cycle. Employees hired between January 1<sup>st</sup> and April 1<sup>st</sup> and who are still in the probationary period, may be recommended to receive a pro-rated increase if their performance meets expectations. When recommending a merit increase for a probationary employee, managers should enter "N/A" in the rating category of the merit increase spreadsheet. Approximately a month before the employee's completion of the probationary period, managers will receive a probationary appraisal in their Workday inbox.