
Setting Expectations

1. Manager and Employee Discussion
   Manager and employee meet to review job description, discuss expectations, goals, weighting and how results will be measured for the upcoming year.

2. Job Responsibilities and Goals
   Setting job responsibilities and goals provides a framework for performance standards and job expectations. Job duties are typically the responsibilities listed on the job description. Job goals are projects with a defined start and end date. These may cross over into another performance year depending upon the scope of the project.
   - Add job duties and/or job goals. Update the title, description, metric (how will success be measured), status, start and end date and then assign a weight for each.

   **NOTE:** If you would like to use the goal wizard, goal library or add cascading goals for your direct reports, this functionality is available through the GOALS TAB. See end of packet for information on how to use these tools.

3. Competencies
   Competencies are observable behaviors that directly impact successful work performance. These included knowledge, skills, abilities and personal characteristics. Some units or Divisions have required competencies. Check with your manager to verify.
   - Add competencies and assign a weight to each.

4. Professional and Career Development Goals
   Development goals help build personal attributes and capabilities. These may define what an employee needs to learn in order to be effective in their current role or future role.
   - Add new goals. Update the title, description, status and start and end date for each.

   **Note:** Budget and time allocation should be discussed with manager for approval.

5. Performance Rating Summary
   This section summarizes the weighting distribution of job duties, job goals and competencies.
   - Enter the total section weight for Job Responsibilities and Goals. Enter the total section weight for Competencies (if applicable). The total combined weight must equal 100%.

6. Notify Manager
   After completing these steps, save and close the form. The employee notifies the manager in person, over the phone or by email that this section is complete and ready for review and approval.

   **Note:** There is no option for the employee to send the form to the manager in the system during the setting expectations step. The manager and employee both have access to the form during this step.

7. Manager Approval / Complete Setting Expectations
   The manager reviews the job responsibilities, job goals, competencies, professional and career development goals, individual weights and overall form rating. If approved, the manager sends the form to the next step, which is Progress Discussions.
**Progress Discussions**

Communication about performance goals and standards should be an ongoing process. This provides opportunities to review progress, note areas for improvement and recognize achievements. Completing this section of the form is recommended, but optional. This information can be useful for review and reflection when completing the Self-Assessment and the Review by Manager steps.

1. **Employee Check-In Comments**
   - Update the status for job responsibilities, job goals and professional and career development goals.
   - Enter contributions and accomplishments during the quarter.

2. **Manager Check-In Comments / Complete Progress Discussions**
   - Enter contributions, accomplishments, comments related to feedback and progress discussions.
   - Check-off the check-in boxes (if completed).
   - Send the performance form to the employee at year-end to complete the self-assessment.

**Self-Assessment**

1. **Preparing for the Self-Assessment**
   Collect data regarding your performance for the past year. Reflect on your strengths, accomplishments, contributions and areas for development. Think about the core message you want to convey about your performance. Review the rating scale.

2. **Overall Performance Summary for Annual Review**
   Use this section to summarize the core message about the overall performance from the previous year and work or development opportunities for the upcoming year.
   - Add core message about performance for the past performance year.

3. **Job Responsibilities and Goals**
   - Update the status and dates for each job responsibility and job goal.
   - Enter a rating and supporting comments for each job responsibility and job goal.

4. **Competencies**
   - Enter a rating and supporting comments for each competency.

   **Note:** The writing assistant tool is available to help you quickly provide meaningful comments related to each competency.

5. **Professional and Career Development**
   This section is not rated nor weighted.
   - Update the status and date for each goal. Enter comments related to your development.

6. **Complete the Self-Assessment**
   After updating each section, entering ratings and comments, review your self-assessment and save.
   - Send the performance form to the next step, Review by Manager.
Review by Manager & Annual Performance Review Meeting

1. Preparing for the Review by Manager
   Collect data regarding the employee’s performance for the past year. Reflect on their strengths, accomplishments, contributions and areas for development. Think about the core message you want to convey about the employee’s performance. Review the rating scale.

2. Overall Performance Summary for Annual Review
   Use this section to summarize the core message about the employee’s overall performance from the previous year and work or development opportunities for the upcoming year.
   - Add core message about the employee’s performance for the past performance year.

3. Job Responsibilities and Goals
   - Enter a rating and supporting comments for each job responsibility and job goal.

4. Competencies
   - Enter a rating and supporting comments for each competency.

   Note: The writing assistant tool is available to help you quickly provide meaningful feedback related to each competency. Use the stack ranker tool to rate and enter comments for all direct reports from one screen. In the competency section, there will be a small icon, Stack Ranker, click on this to access this functionality (all forms must be in review by manager step in order to rate all employees at the same time).

5. Professional and Career Development
   This section is not rated nor weighted.
   - Enter comments related to the employee’s development.

   Note: After entering all of the ratings and comments, save and close the form.

6. Hold Annual Performance Review Meeting
   The annual performance review discussion provides a time to reflect on the past year as well as set goals and expectations for the upcoming performance year.

7. Manager Acknowledgement and Signature
   After the annual performance review meeting, the manager sends the performance form to the employee. By doing so, the manager is acknowledging delivery of the annual review, evaluation, and providing their electronic signature.
   - Enter any final comments in the performance review acknowledgement and signature section.
   - Save, sign, and send form to employee for performance review acknowledgement and signature.
Performance Review Acknowledgement & Signature

1. Employee Review Acknowledgement and Signature

   After the annual performance review meeting, the employee provides their acknowledgement of review and electronic signature by sending the form to completed. By signing the form, the employee verifies receipt only, not whether the employee agrees/disagrees with the review.

   - Acknowledge receipt of review, sign, and send to the Year-End Reporting step

   Note: The employee has the option to send the performance form back to the manager if there needs to be further review. If sending the form back, comments should be included in the comment field provided below. If no comments, send to the Year-End Reporting step (which concludes the process).

This completes the performance management process for 2013/2014.

Goal Plans

The goal planning functionality for goal planning is located under the GOALS TAB on your homepage. Any information that is entered on the goals tab will be included on your performance form (under the performance tab). If you used the Goal Plan for 2012/2013 and would like to use the same goals for the 2013/2014 year, you will need to continue using the 2012/2013 Goal Plan to ensure those goals copy over to your 2013/2014 performance management form.

Here are the tools available for goal planning:

Goals Library

   The goal library includes more than 500 SMART (Specific, Measurable, Attainable, Realistic, and Timely) goals that provide instant recommendations. These can be used as provided or edited to fit the user needs.

   - Click on Create a New Goal, and select Library Goal. Expand the list. Select the desired goal. Edit the title, description, weight, dates and status. Tasks can also be added using the Add Task option.

Goal Wizard

   The goal wizard walks you through each step on how to create a SMART Goal.

     - Click on Goal Wizard, select Job Goal, add how the goal will be measured, select if the goal is attainable or not, select if the goal is relevant, add the start and end dates, click on Add More Details, enter the weight and any applicable tasks.

Cascading Goals

   Cascading goals allow managers to cascade down goals from their own plan. This helps with aligning Division, department or unit level goals.

     - Select the goal to cascade down to your direct reports. Click the Cascade Selected option to select the direct reports to whom you want to cascade the goal. Edit the title, description, metric, weight as desired. After this is completed, select the option to cascade. This goal will now show on the employee’s performance form under the job responsibilities and goals section OR they can view it under the goals tab.

   Note: When the employee uses the goals tab, they will see an alert message next to the applicable goal indicating it’s been cascaded down from their manager.

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DU’s Performance Management Process Overview

DU’s Performance Management Process (steps)
- Setting Expectations (October – December)
- Progress Discussions (January – July)
- Self-Assessment (Mid-August – September)
- Review by Manager & Annual Review Meeting (September - October)
- Performance Review Acknowledgement and Signature (September – October)
- Final University Deadline is Friday, October 10th

Note: Some Divisions/units on campus have a different timeline. Speak with your manager if you have questions or for Division/unit specific timelines.

Tips
- Save your work often. The system will time out after 30 minutes of inactivity with no auto save.
- Remember to logout of the online performance management system AND webCentral.
- Avoid using the back button. Use the options at the bottom of the form to save and close.
- If you want to add a Division approver, this can be done in the review by manager step.
- On the Performance Tab, Help & Tutorials, you can find links to the coaching advisor, writing assistant, link to the performance management webpage, online tutorials, etc.

Resources

Access to DU’s online performance management system
- Click here to log-in (after you’ve entered your username and password you will be directed to your homepage.)

Performance management webpage
- Includes FAQs, policies and procedures, guides, Performance Management (PM) Division Lead contact information.
- http://www.du.edu/hr/peds/

HR Contacts
- Performance Management and Goals support: Josh Navarro – joshua.navarro@du.edu or x17726
- HR Front Desk: x17420

Performance Management (PM) Division Leads
PM Division Leads are available to answer questions about the process and any additional Division specific processes or procedures. To see a listing, use the link below.
- http://www.du.edu/hr/peds/