Performance Management at DU
Town Hall

Human Resources & Inclusive Community

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Performance & Career Development Consultant
Agenda

• Why are we implementing a new software?
• Who helped?
• What stays the same?
• Improvements in the new system
• Q&A
• Updates and next steps
DU IMPACT 2025: A Summary

These ideas make up our impact model, designed to position DU to lead through Transformative Directions One, Two and Three. Through Four, we will guide our future as One DU, an intentional community that integrates research, teaching and engagement for the public good.

One: Students Learning and Leading in a Diverse and Global 21st Century

SI 1: Financial Support for Students
  • Recruit and retain outstanding student scholars
  • Increase financial aid and scholarships; reduce student debt
  • Develop philanthropy to meet full need for undergraduates

SI 2: Enhancing and Expanding our Learning Environment
  • Develop teaching resources to support high impact learning experiences
  • Encourage and strengthen study abroad
  • Enhance the graduate experience across the University
  • Develop a cross-school teaching/learning effort
  • Ensure assessment processes across academic units

SI 3: Navigating DU, Navigating Life
  • Develop portfolios for undergraduate and graduate students
  • Require a workshop for first-year students
  • Develop a comprehensive mentoring system for undergraduates
  • Promote health and wellness consistently

SI 4: Learning, Living and Leading in Community
  • Reimagine OnPlus as a contemporary facility for students
  • Reimagine and expand residential housing
  • Establish DU Dialogues; increase student programming

SI 5: Preparing for Careers and Lives of Purpose
  • Develop a career hub to provide mentoring and other services
  • Expand internships; secure philanthropy
  • Sustain a culture of design thinking

Two: Discovery and Design in an Age of Collaboration

SI 1: Faculty Talent, Excellence and Diversity Initiative
  • Develop unit plans for faculty diversity and inclusive pedagogy
  • Create a Faculty Collaborative; endow professorships
  • Endow teaching, clinical and practice professorships

SI 2: Supporting Research, Scholarship and Creative Expression
  • Expand external funded research support; strengthen infrastructure
  • Expand support for design and discovery of knowledge
  • Improve research support for graduate and professional students

SI 3: International Impact
  • Create institutional partnerships with universities
  • Engage international alumni
  • Expand study, research, and work abroad opportunities
  • Encourage internationalization on campus

SI 4: Knowledge Bridges
  • Identify problem- and issue-based research and curricular initiatives; create a flexible infrastructure to support them
  • Structure and fund knowledge bridges; attract philanthropic support
  • Increase opportunities for graduate student participation

SI 5: Initiative on Social Policy Research
  • Sponsor research projects; support faculty as research affiliates
  • Attract faculty members with funds; seek philanthropic support

SI 6: Project for Innovation, Entrepreneurship and Technology
  • Support industry-educational partnerships to serve the region; function as incubator for faculty and staff ideas
  • Encourage active and entrepreneurial learning; involve students
  • Provide programming; sponsor entrepreneurship workshop

Three: Engagement and Empowerment in Denver and the Rocky Mountain West

SI 1: Collaboration for the Public Good
  • Establish Rocky Mountain Grand Challenges
  • Ensure that serving the public good is central to DU education
  • Expand our work to address social needs
  • Enlarge our presence in Denver and Rocky Mountain West

SI 2: DU as an Anchor Institution
  • Buy locally; support local employers, cultural organizations and other agencies
  • Support educational opportunities for DU staff and local communities
  • Partner to increase arts and culture programming
  • Offer our facilities and resources to community

SI 3: DU as an Open Door to Engagement and Vitality
  • Create engagement center on campus
  • Create a DU district
  • Support more affordable housing near campus
  • Develop interactive web portal

SI 4: Partner in Innovation and Entrepreneurship in Denver
  • Cultivate robust entrepreneurial culture for public good
  • Create an Innovation Workshop
  • Expand collaborations with industry and trade
  • Engage and support DU alumni, friends, and partners

Four: One DU

SI 1: Advance and Celebrate One DU
  • Strengthen engagement and celebrate life together
  • Be exemplary employer
  • Promote flexibility and efficiency
  • Identify and use best practices

SI 2: A Community of Diversity, Equity and Inclusive Excellence
  • Create diversity, inclusive excellence plans for DU and units
  • Create a diversity dashboard
  • Expand searches and improve procedures to promote diversity
  • Cultivate leaders committed to diversity

SI 3: Sustainable DU
  • Expand sustainability; meet carbon reduction goals
  • Support sustainable transportation
  • Act as the academic partner to urban green space initiatives
  • Support sustainable food initiatives

SI 4: Engaging Alumni and Friends
  • Establish an alumni council
  • Strengthen alumni chapters and networks to promote DU
  • Create space to enable alumni-student interaction
  • Establish educational programs
Change and Transition
Feedback from DU Community

**Focus Groups**

**Process**
- More check ins
- Clarify goals
- Customize competencies
- Simplified
- Focus on Professional Dev’t
- Stronger connection between work, goals and values
- Multi-rater

**Technology**
- User friendly
- More functionality
- More customizable

**Education**
- Skill building training
- How to set/write goals
- How to appraise and rate

**Emp Eng Survey**

**Question 17**
Our review process accurately measures my performance.

41%

(Percentage positive responses From All Staff)

“Dive deeper into performance evaluations and how they are beneficial to the University as a whole.”

“...I think the performance management tool is cumbersome and does not truly capture performance.”

**Leadership Advisory Group**

Acted as advisors for design decisions and served as guides on philosophy.
The NEW Talent Management Experience at DU
• Performance Planning (first 6 weeks) and Performance Review (last 6 weeks) are required

• Quarterly Check-ins are system generated reminders, but no task requirement

• Managers can now roll back forms

• System-Generated Reminders
  - When task is assigned to you
  - Due in 5 days
  - 1 day past due
  - 30 days past due
  - 60 days past due
  - 90 days past due
  - 120 Days past due
Updates for Newly Hired Employees

- Performance Planning launched on new employees hire date
- New Hire Onboarding Checklist launched 30 days after hire date
- All new hires are included in the Performance Management process
- Merit eligibility remains the same: July 1 cutoff
- 90 day blackout window for new hires only, relative to the division
PERFORMANCE PLANNING
- Set clear, concrete, and connected expectations about results by:
  1. Creating Job Goals & Objectives
  2. Reviewing Competencies
- Discussing development opportunities for job specific short-term and long-term career goals by:
  1. Creating Professional Development Plan

YEAR-END PERFORMANCE REVIEW
- Provide fair ratings for Job Goals and Objectives and Competences
- Provide clear examples and evidence of ratings
- Capture accomplishments and outcomes
- Review progress on Professional Development Plan
- Conduct formal “no-surprises” review meeting

QUARTERLY CHECK-IN
- Solicit and provide feedback, coaching, and recognition
- Review progress to date
- Adjust goals as needed
- Update priorities or expectations
- Supervisor to explore barriers and how to remove them
- Celebrate accomplishments

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<table>
<thead>
<tr>
<th>Competencies</th>
<th>Rating Scale</th>
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<tbody>
<tr>
<td>Inclusiveness</td>
<td>Exceptional (4.5-5)</td>
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<tr>
<td>Work Quality</td>
<td>Advanced (3.5-4.49)</td>
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<tr>
<td>Communication</td>
<td>Solid (2.5-3.49)</td>
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<tr>
<td>Dependability</td>
<td>Developing (1.5-2.49)</td>
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<tr>
<td>Initiative</td>
<td>Unsatisfactory (1-1.49)</td>
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<tr>
<th>Job Goals and Objectives</th>
<th>Competencies</th>
<th>Professional Development</th>
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<tr>
<td>60%</td>
<td>40%</td>
<td>Not rated</td>
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<tr>
<th>Merit Cycle</th>
<th>Academic Cycle</th>
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<td>October 1 – September 30</td>
<td>July 1 – June 30</td>
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Performance Planning

What do I need to do in order to be successful this year?

Three Sections of Performance Planning:
1. Write Job Goals and Objectives
2. Review Competencies
3. Create Professional Development Plan

Three tools to support this process:
1. Reference your Job Description
2. Talk with your manager
3. Consult Team, Unit, Organizational Goals – IMPACT 2025
More information coming...
Questions?
Upcoming HRIC Events

- Start of Leadership Academy Cohort 5—January 9-10.
- Faculty, Staff and Retiree Appreciation Event—January 12.
- Supervisory Core Responsibilities Class—January 14 and 27.
- Cornerstone Systems and Professional Skills training courses—January and February
THANKYOU!