

The background image is a scenic view of the University of Colorado Boulder campus. In the foreground, a large, multi-story brick building with a central tower and a flagpole on top is visible. The building is surrounded by trees with vibrant autumn foliage in shades of yellow, orange, and green. In the background, a range of rugged, rocky mountains rises under a blue sky with scattered white clouds. The overall atmosphere is bright and clear.

Tapping into Employee's Greatness through Performance Management



University of Colorado **Boulder**

Objectives for Today

- Identify general principles of effective performance management
- Understand the performance management cycle for state classified and university staff including:
 - Timeline
 - Evaluation Process
 - Addressing performance concerns
 - Interplay of Family Medical Leave (FMLA) and performance management
 - Planning process
 - Coaching



Cornerstone

[myCUinfo](#)

The screenshot shows a web browser window with the URL `fedauth.colorado.edu/idp/profile/SAML2/POST/SSO?execution=e2s1`. The page header includes the University of Colorado Boulder logo and the **myCUinfo** text. Below the header is a navigation bar with **Log In**, **Features**, and **Help** tabs. The main content area contains a login form with fields for **CU Login Name:** and **IdentiKey Password:**, followed by a **Log In** button. To the right of the form is a **Trouble logging in?** section with links for clearing browser cookies, IdentiKey Help, and the CU Boulder IdentiKey Manager. The footer includes copyright information and links for Contact, Safety, Legal & Trademarks, and Privacy. The Windows taskbar at the bottom shows the time as 10:22 AM on 10/2/2019.



University of Colorado
Boulder

Classified Program

Classified Cycle Time Line

- April 1 -March 31
- Plans due June 1
- Coaching – Mid Year
- Evaluations due May 1

* As we approach the timeline, departmental HR liaisons will be sending notifications regarding the process and tools in support of meeting these deadlines; depending on whether the department is utilizing Cornerstone or the paper form.



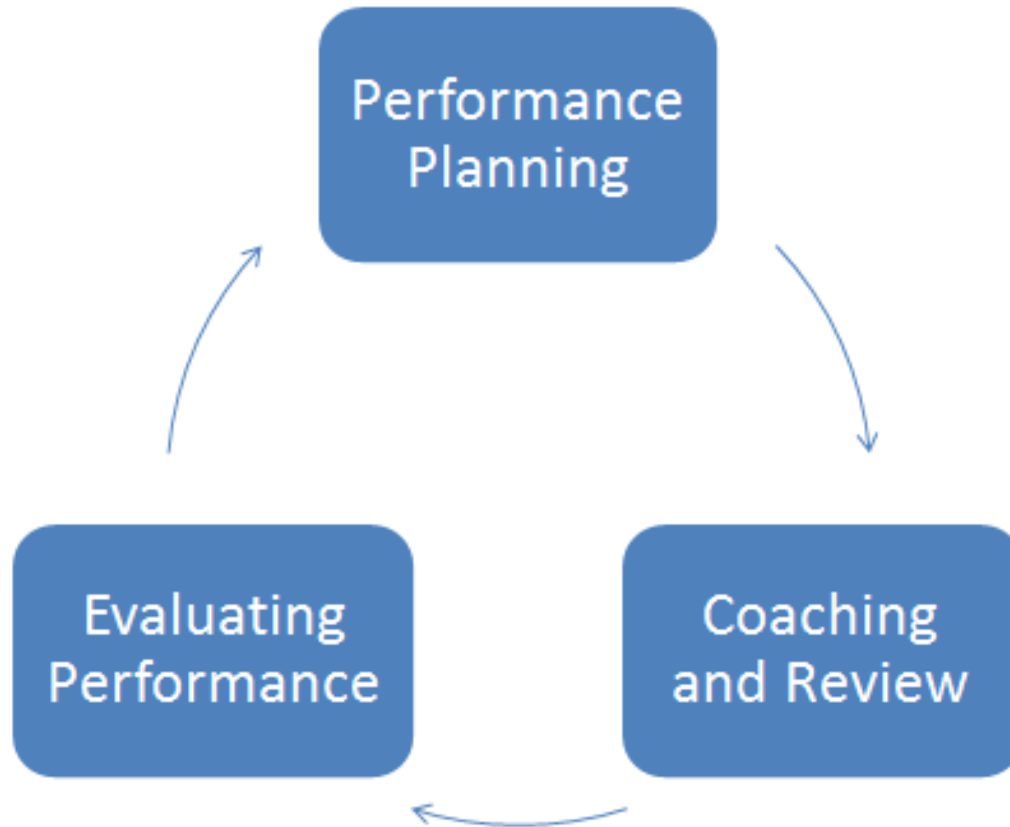
University Staff Program

- University Staff Timeline

- February 1 – January 31
- Plans due April 1
- Coaching is not required but is recommended
- Evaluations due March 1
- *As we approach the timeline, departmental HR liaisons will be sending notifications regarding the process and tools in support of meeting these deadlines; depending on whether the department is utilizing Cornerstone or the paper form.



Steps in Performance Management



Close-Out Evaluations

- Close-out evaluations required:
 - Within 30 days of promotion, demotion, transfer or new supervisor,
 - Resignation + transfer to another state agency.
- Final Evaluation:
 - Supervisor at end of cycle responsible for overall evaluation
 - Can take into account ratings from close outs throughout the year



Best practices for prevention of difficult conversations:

- Be open and engage with employees using empathy.
- Understand what motivates your employee.
- Prevention makes intervention easier or unnecessary.
- Schedule time that is free of distractions to provide neutral and reflective feedback.
- Listen first, acknowledge the employee's perspective and then set clear limits and expectations.
- **Follow up with emailed synopsis of conversation for documentation and shared meaning**



When having difficult conversations:

- Listen to what the employee has to say and paraphrase back what you hear.
- Ask for specifics with open-ended questions. For example, "Tell me more. How did you reach that conclusion?"
- Ask how the employee suggests to resolve the problem or what solutions they would like to see.
- Identify and agree on next steps you each will take at the end of the discussion and follow this up with email.
- Refer to FSAP (Faculty and Staff Assistance Program) if the employee remains upset throughout the discussion.
- Ask employee to take Crucial Conversations through Central HR



Performance Concerns

University Staff:

- Discuss the specific case with the Employee Relations office and we can advise on how to best address performance issues

Classified Employees:

- If rating is < 1.8 in any goal: discretionary corrective action can be issued
- If overall score is "Not Meeting Expectations," mandatory corrective action and/or performance improvement plan



Merit Increases

University Staff:

- Merit pay is based on each VC area and elements of consideration include performance evaluation rating/ value add to department/special projects
- Overall merit pay % amount is subject to Board of Regent approval

Classified Employees:

- Merit pay is based on an employee's performance rating and placement within the salary range
- Increases are subject to legislative approval via the long bill from year to year



Family Medical Leave Act

- Family Medical Leave (FMLA)
- Don't penalize employee for time that they are out on medical leave
 - Do not reference medical conditions in employee's review
 - Evaluate solely on actual time worked
 - Consider interim or temp reassignment of duties if employee is out for extended periods
 - Consult with Employee Relations and the American with Disability Act (ADA) Coordinator



Let's Practice!



Scenario 1:

- Your employee has arrived 15 minutes late for their scheduled shift for the third time this week. No explanation or advance notice was given to you as the supervisor. While the employee does not acknowledge this issue, other colleagues within the department are beginning to notice and it is beginning to affect morale. How do you approach this issue with the employee?
- *Keep in mind such considerations as FML, timing of the follow up conversation, location of the follow up conversation, and how will you document this incident.*



Scenario 2:

- During a team meeting, you as the supervisor begin to notice that one of your employees appears disengaged from the conversation, is not participating, and actually appears to be falling asleep. You notice out of the corner of your eye that their head spontaneously begins to bob, and then jerk up frantically. How would you address this issue with this employee?

(Keep in mind such considerations as FML, timing of the follow up conversation, location of the follow up conversation, and how will you document this incident).

Scenario 3:

- During a departmental meeting, one of your employees becomes visibly upset and begins conducting themselves in a way that you find increasingly aggressive and hostile, demonstrating such conduct as yelling, banging their fist on the table, arguing with fellow colleagues, and then walks out of the meeting. How would you address this issue with this employee?

(Keep in mind such considerations as the egregious nature of the behavior, timing of the follow up conversation, location of the follow up conversation, and how will you document this incident).



Questions?



University of Colorado
Boulder

Human Resources is here to help!

<https://www.colorado.edu/hr/about-hr/employee-relations>

(303) 492-0956



University of Colorado
Boulder