NinerTalent STAKES

Succeeding through Teamwork, Active feedback, Knowledge transfer, Engagement, and Support
# NinerTalent STAKES Program

## Program Philosophy
Effectively communicating to engage our workforce and encourage individual, unit, and University success.

<table>
<thead>
<tr>
<th><strong>Succeeding through</strong></th>
<th>• Meeting/Exceeding the business needs of the University &amp; career goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team-work</strong></td>
<td>• Working together as a community to achieve our objectives</td>
</tr>
<tr>
<td><strong>Active feedback</strong></td>
<td>• Ongoing clear and effective two-way communication on job expectations</td>
</tr>
<tr>
<td><strong>Knowledge transfer</strong></td>
<td>• Preparing employees for future opportunities (Succession planning)</td>
</tr>
<tr>
<td><strong>Engagement</strong></td>
<td>• Interactions that reinforce each individual’s contribution to mission &amp; goals</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td>• Assisting and encouraging individuals to accomplish their goals</td>
</tr>
</tbody>
</table>
# Roles & Responsibilities

## Next-Level Supervisor
- Ensure supervisors are aware of unit goals
- Review perf. plans & evaals - ensure goals align & ratings are consistent/compliant

## Supervisor
- Clarity in expectations & Honesty in appraisal (consistency across unit)
- Timely feedback & use of available resources to help employee succeed

## Employee
- Actively participate & own the work
- Ask questions & keep supervisor informed
Roles & Responsibilities
In NinerTalent

**Performance Plan**

- Supervisor and Employee Create Performance Plan
- Next Level Supervisor/Manager Approves Appraisal
- Performance Plan Review Meeting with Employee
- Employee Acknowledges Plan

**Performance Appraisal**

- Employee Completes Self-Appraisal
- Supervisor Completes Appraisal
- Next Level Supervisor/Manager Approves Appraisal
- Appraisal Review Meeting with Employee
- Employee Acknowledges Appraisal

Note: Some of these actions may occur concurrently.
• Make process clearer

• Increase performance goal & rating consistency

• Increase accuracy of ratings

• Promote honest and clear communication
KEY ELEMENTS OF POLICY

Annual Cycle
April 1\textsuperscript{st} – March 31\textsuperscript{st}
(formerly March 1 – February 28/29)

State Deadline
Performance Plan & Appraisals Due
May 30\textsuperscript{th}
5 Institutional Goals (Standard)  
(6 for supervisors)

- Compliance & Integrity
- Accountability
- Expertise
- Customer-Oriented
- Team-Oriented

3-5 Individual Goals  
(specific tasks)

- Goal #1
- Goal #2
- Goal #3
- Goal #4
- Goal #5
Institutional Goals

**Success Tip!** Be able to relate these goals to your job tasks and position standards

- **EXPERTISE**
  - Precision
  - Resourcing
  - Innovation
  - Development

- **CUSTOMER-ORIENTED**
  - Clarity
  - Awareness
  - Attentiveness
  - Diplomacy

- **ACCOUNTABILITY**
  - Productivity
  - Autonomy
  - Prioritizing
  - Coordination

- **TEAM-ORIENTED**
  - Collegiality
  - Collaboration
  - Contribution
  - Attendance

- **COMPLIANCE & INTEGRITY**
  - Policy
  - Safety
  - Ethics
  - Respect

- **SUPERVISION**
  - Oversight
  - Goal-Setting
  - Managing Talent
  - Leading
**Success Tip!** Be able to relate these goals to your job tasks and position standards

**EXPERTISE**

- **Precision** - Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet requirements of the employee’s position and profession.
- **Resourcing** - Makes efficient and appropriate use of materials and documents work appropriately.
- **Innovation** - Looks for ways to improve efficiency or quality.
- **Development** - Maintains technical skills and relevant professional credentials.

**ACCOUNTABILITY**

- **Productivity** - Completes required volume of work by established deadlines and stays productive throughout workday.
- **Autonomy** - Generally completes work with few reminders and/or infrequent oversight.
- **Prioritizing** - Takes sufficient/appropriate measures to plan and organize work, prioritize tasks, and set realistic goals.
- **Coordination** - Seeks needed information to complete work and timely communicates status with relevant parties.
### Success Tip!

Be able to relate these goals to your job tasks and position standards.

<table>
<thead>
<tr>
<th>EXPERTISE</th>
<th>NOT MEETING EXPECTATIONS</th>
<th>MEETING EXPECTATIONS</th>
<th>EXCEEDING EXPECTATIONS</th>
</tr>
</thead>
</table>
| PRECISION | • Produces work lacking sufficient detail or analysis to meet the requirements of the position, or lacks the professional knowledge expected and necessary in the position.  
• Errors are common and may require additional time and effort by employee or by others to correct. Mistakes are more visible to clients and may disrupt service.  
• Shows little concern for any lack of quality in their work, and takes little or no initiative to correct deficiencies. | • Produces work that is accurate, thorough, and demonstrates sufficient analysis and decision-making to meet the requirements of the employee’s position and profession.  
• Errors are infrequent, are recognized prior to completion of project, and/or are corrected as soon as identified with little to no disruption of service.  
• Demonstrates pride in their work and accepts responsibility for assigned tasks. | • Produces work that shows strong attention to detail and thorough analysis. The employee is highly skilled in the profession and applies sound critical and creative thinking to address work issues.  
• Errors are extremely rare. The employee has put methods in place to ensure independently that content is correct prior to completion of tasks.  
• Personally seeks to add value in every work assignment. |
| RESOURCING | • Generally, fails to maintain sufficient inventory, is inefficient or wasteful in use of resources, and/or makes mistakes requiring work to be redone, which may result in delays or additional costs.  
• Necessary documentation of work is missing, incomplete, or is not readily understandable to others for effective use, or misrepresents work in documentation. | • Makes efficient and appropriate use of materials, resulting in sufficient cost effectiveness and little to no waste of resources.  
• Adheres to requirements for recordkeeping and documentation of work in a manner readily understandable to others and sufficient for effective use by self and others. | • Accurately anticipates resource requirements, even with complex projects, and proactively takes approved steps to minimize waste and sustain appropriate inventory while still delivering high-quality work.  
• Documentation is thorough, clear, and easily understandable to others for effective use, and also provides added detail that addresses nuances and exceptions not apparent to others. |
KEY ELEMENTS OF POLICY

5 Institutional Goals (Standard)
(6 for supervisors)

- Compliance & Integrity
- Accountability
- Expertise
- Customer-Oriented
- Team-Oriented
- Supervision

3-5 Individual Goals
(specific tasks)

- Goal #1
- Goal #2
- Goal #3
- Goal #4
- Goal #5
3-5 Individual Goals

- Critical Function Goals
- Project-Oriented Goals
- Forward-Focused Goals
KEY ELEMENTS OF POLICY

Weighted Goals

- Institutional Goals: 50%
  - 10% Compliance & Integrity
  - 10% Accountability
  - 15% Customer-Oriented
  - 5% Team-Oriented

- Individual Goals: 50%
  - 15% Goal #1
  - 10% Goal #2
  - 10% Goal #3
  - 10% Goal #4
  - 5% Goal #5

Performance Plan

- Cycle
- Reviews

Ratings

- Performance
- Weighted Goals
- Cycle
- Reviews

Institutional Goals

Individual Goals

Weighted Goals

10% Compliance & Integrity

10% Accountability

10% Expertise

15% Customer-Oriented

5% Team-Oriented

10% Goal #2

10% Goal #3

10% Goal #4

5% Goal #5

15% Goal #1
Institutional Goal and Individual Goal Scores

3 = Exceeding Expectations   A+
2 = Meeting Expectations     A
1 = Not Meeting Expectations D

Final Overall Rating

2.70 to 3.00 = Exceeding Expectations
1.70 to 2.69 = Meeting Expectations
1.00 to 1.69 = Not Meeting Expectations
### KEY ELEMENTS OF POLICY

**Scoring**

<table>
<thead>
<tr>
<th>INSTITUTIONAL</th>
<th>Weight</th>
<th>x Rating</th>
<th>= Score</th>
<th>INDIVIDUAL</th>
<th>Weight</th>
<th>x Rating</th>
<th>= Score</th>
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</thead>
<tbody>
<tr>
<td>Expertise</td>
<td>10%</td>
<td>3</td>
<td>0.30</td>
<td>Goal 1</td>
<td>25%</td>
<td>2</td>
<td>0.50</td>
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<tr>
<td>Accountability</td>
<td>5%</td>
<td>3</td>
<td>0.15</td>
<td>Goal 2</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
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<tr>
<td>Customer-Oriented</td>
<td>15%</td>
<td>3</td>
<td>0.45</td>
<td>Goal 3</td>
<td>5%</td>
<td>2</td>
<td>0.10</td>
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<tr>
<td>Team-Oriented</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
<td>Goal 4</td>
<td>5%</td>
<td>3</td>
<td>0.15</td>
</tr>
<tr>
<td>Compliance &amp; Integrity</td>
<td>10%</td>
<td>2</td>
<td>0.20</td>
<td>Goal 5</td>
<td>5%</td>
<td>3</td>
<td>0.15</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>50%</td>
<td><strong>TOTAL</strong></td>
<td>1.30</td>
<td><strong>TOTAL</strong></td>
<td>50%</td>
<td><strong>TOTAL</strong></td>
<td>1.10</td>
</tr>
</tbody>
</table>

**Overall Score:** 1.30 + 1.10 = 2.40

Meeting Expectations
Institutional Goal and Individual Goal Scores

3 = Exceeding Expectations  A+
2 = Meeting Expectations  A
1 = Not Meeting Expectations  D

Final Overall Rating

2.70 to 3.00 = Exceeding Expectations
1.70 to 2.69 = Meeting Expectations
1.00 to 1.69 = Not Meeting Expectations
KEY ELEMENTS OF POLICY

- **Prohibitionary Reviews**: Completed quarterly
- **Interim Reviews**: Completed mid-cycle (~October) **Required if...**
- **Transfer Reviews**: Completed when supervisor or employee transfers
- **Employee Requested**: 
  - Employee can request once a cycle
  - Must be at least 60 days after last review
Welcome to the Employee Portal, Norm Niner

Your Action Items

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Due Date</th>
<th>Status</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Overdue</td>
<td>View</td>
</tr>
<tr>
<td>2016-2017 SHRA Annual Performance Review for Norm Niner</td>
<td>Employee Self Assessment/Comments</td>
<td>2017.03.15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Off Cycle Review for Norm Niner</td>
<td>Employee Acknowledges Off Cycle Review</td>
<td>n/a</td>
<td>Available</td>
<td>View</td>
</tr>
</tbody>
</table>

Showing 1 to 2 of 2 entries
<table>
<thead>
<tr>
<th>Date</th>
<th>2017-02-20</th>
<th>Review Date</th>
</tr>
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<tbody>
<tr>
<td>Review Type</td>
<td>Probationary</td>
<td>Off-Cycle Review Type</td>
</tr>
<tr>
<td>Rating</td>
<td>Meeting Expectations</td>
<td>Current Performance Status</td>
</tr>
<tr>
<td>Comments</td>
<td>Adeleen is great with supervisors and employees and is knowledgeable of UNC Charlotte policy or at least where to find the information to provide effective consultations. She is a great team-member and always available to lend a hand to her colleagues.</td>
<td></td>
</tr>
</tbody>
</table>

- Summary of performance
- Issues/areas for improvement
- Deliverables to aid in improvement

[Dispute] [Acknowledge]
NinerTalent STAKES Cycle
Annual Timeline

TALENT CONVERSATION #1
March-April
Conduct Annual Performance Appraisal*,
Discuss Performance Plan for upcoming cycle
Schedule three follow-up talent conversations

CALIBRATION SESSIONS
February
Leadership teams should hold calibration
sessions to ensure consistent performance
ratings & goal standards

Annual Appraisals &
Performance Plan
Plan Due
May 15

TALENT CONVERSATION #2
June-July
Conduct three-month follow-up to discuss goals,
assess progress and resources, and, if needed, clarify
or redefine expectations for remainder of cycle

TALENT CONVERSATION #3
September-October
Conduct six-month follow-up** to discuss goals,
assess progress and resources, and, if needed, clarify
or redefine expectations for remainder of cycle

Interim Appraisal
Completed by
October 31
## WHAT TO REMEMBER

<table>
<thead>
<tr>
<th></th>
<th>Cycle</th>
<th>Performance Plans</th>
<th>Weighted Goals</th>
<th>Ratings</th>
<th>Off-Cycle Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cycle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Performance Plans</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Weighted Goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ratings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Off-Cycle Reviews</td>
<td></td>
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</tr>
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</table>

### OLD CYCLE (2016-2017)

- **March 1 – Feb 28/29**

**Work Plan**
- Job Duty – SMART Goals
- Behavioral Goals

**Prioritized Job Duties**

**Weighted Goals**
- Institutional Goals (50%)
- Individual Goals (50%)

**Ratings**
- 5 Ratings

**Off-Cycle Reviews**
- Probationary (quarterly)
- Interim, Transfer/Exit

### NEW CYCLE (2017-2018)

- **April 1 – March 31**

**Performance Plan**
- Institutional Goals
- Individual Goals

**Prioritized Job Duties**

**Weighted Goals**
- Institutional Goals (50%)
- Individual Goals (50%)

**Ratings**
- 3 Ratings

**Off-Cycle Reviews**
- Employee Requested Review
  - Once per cycle
  - 60 days after last review
Next Steps

• Review NinerTalent STAKES Tools & Resources
  • Available now at hr.uncc.edu/performance/new

• Know your Institutional Goals & what “Meeting Expectations” means in your position
  • Be prepared for performance plan meeting w/ supervisor

• Be an active participant in the process
  • Remember, can request performance review if necessary

• Questions on new policy or program?
  • Paulette Russell x.70660 or P.Douglas@uncc.edu
Succeeding through Teamwork, Active feedback, Knowledge transfer, Engagement, and Support