

UNC Charlotte  
NINERTALENT STAKES

# SHRA Performance Plan Form



Human Resources  
UNC Charlotte

## INSTRUCTIONS FOR COMPLETING THIS PERFORMANCE DOCUMENT:

**Part 1: PERFORMANCE PLAN.** Performance plans must be issued annually between April 1 and May 30. The plan defines how well the employee needs to perform job duties to meet business needs. It also includes targeted individual goals for the employee.

**Part 2: INSTITUTIONAL GOALS.** These are University system-wide performance standards for all SHRA positions that provide the supervisor and employee a way to discuss performance expectations. Each job duty has performance expectations that are described in the institutional goals (for example, level of accuracy, quality of analysis, efficiency of process management, the impact of absenteeism, how interactions with others affect the work produced, adherence to policy and procedure, etc.). Each institutional goal is weighted no less than 5 points of the final overall rating. The total for the institutional goals must equal 50 points of the final overall rating.

**Part 3: INDIVIDUAL GOALS.** The supervisor defines 3-5 individual goals for each employee each cycle. These are not intended to cover all aspects of employee work product (institutional goals do that). The focus is on key results/outcomes/ deliverables, not steps in the process. Types of individual goals include: **Division-Wide Goals** that are often tied to University strategic goals or initiatives; **Work-Unit / Job-Class Goals** that improve/sustain work product or related team dynamics; and **Employee-Specific Goals** that may emphasize key aspects of employee essential job duties or provide “stretch goals” that broaden or deepen an employee’s skillset or work product. Each institutional goal is weighted no less than 5 points of the final overall rating. The total for the individual goals must equal 50 points of the final overall rating.

**Part 4: CAREER DEVELOPMENT PLAN.** The University recommends that each employee have at least one career development goal each performance cycle. The supervisor determines with the employee the appropriate development goal(s) for the cycle. The supervisor is expected to set development goals to address performance deficiencies for employees who received any rating of Not Meeting Expectations on their last appraisal.

**Part 5: SIGNATURES FOR PERFORMANCE PLAN.** The second-level supervisor is expected to provide quality control to ensure that goals are being assigned appropriately, to ensure that performance expectations are consistent across employees, and to review the performance plan prior to issuance to employees.



# Performance Plan Form

<b>Assignment Period</b> (Dates From/To):			to	
<b>Dept. Name:</b>		<b>Employee Name:</b>		
<b>Dept. #:</b>		<b>Employee ID:</b>	<b>Position #:</b>	
<b>Supervisor Name:</b>		<b>Employee Classification:</b>		
<b>Supervisor Title:</b>		<b>Competency Level:</b>		

## PART 1: PERFORMANCE PLAN (see instructions on page 2)

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Review the <b>Institutional Goals</b> with the employee.</li> <li>Define the <b>Individual Goals</b> for the employee (no less than 3, no more than 5).</li> <li>Provide <b>Talent Development Goals</b>, as needed.</li> </ul> | <ul style="list-style-type: none"> <li>Indicate below the <b>Weight</b> of each goal toward the <b>Final Overall Rating</b>. Each goal must be at least 5.</li> <li>The total weight of the <b>Institutional Goals</b> must equal 50.</li> <li>The total weight of the <b>Individual Goals</b> must equal 50.</li> </ul> |
|--|--|

<b>Type of Plan:</b>	<b>Initial Performance Plan:</b>		<b>Revised Plan during Performance Cycle:</b>	
----------------------	----------------------------------	--	---	--

## PART 2: INSTITUTIONAL GOALS (see instructions on page 2)

Review the institutional goals with each employee. Discuss these goals in relationship to the duties on the employee's position description. Provide additional clarification of specific expectations as needed. Weight each goal.

<b>EXPERTISE</b>	<b>ENTER WEIGHT:</b>	
------------------	----------------------	--

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

<b>ACCOUNTABILITY</b>	<b>ENTER WEIGHT:</b>	
-----------------------	----------------------	--

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

<b>CUSTOMER-ORIENTED</b>	<b>ENTER WEIGHT:</b>	
--------------------------	----------------------	--

- a. **Clarity:** Listens to determine the most effective way to address customer needs and concerns.
- b. **Awareness:** Shows a solid understanding of customer needs, seeks out customer input to better understand needs, and develops ideas to meet those needs.
- c. **Attentiveness:** Follows through on commitments, despite time pressures or obstacles, and maintains relevant communication with customers until job is completed.
- d. **Diplomacy:** Maintains a professional and respectful tone and exhibits diplomacy when dealing with frustrated individuals or during sensitive or confrontational situations.



# Performance Plan Form

<b>Assignment Period</b> <i>(Dates From/To):</i>			to	
<b>Dept. Name:</b>		<b>Employee Name:</b>		
<b>Dept. #:</b>		<b>Employee ID:</b>	<b>Position #:</b>	
<b>Supervisor Name:</b>		<b>Employee Classification:</b>		
<b>Supervisor Title:</b>		<b>Competency Level:</b>		

<b>TEAM-ORIENTED</b>	<b>ENTER WEIGHT:</b>	
----------------------	----------------------	--

- a. **Collegiality:** Communicates and engages directly, clearly, and tactfully with colleagues.
- b. **Collaboration:** Provides feedback and healthy dialogue on performance and operational issues, as requested, willingly adapts to change, and adheres to decided actions.
- c. **Contribution:** Makes decisions with others in mind, and willingly performs additional duties when team members are absent, during times of increased workload, or as otherwise required by management to meet business needs.
- d. **Attendance:** Absences are infrequent and do not place an undue burden on supervisor or colleagues.

<b>COMPLIANCE &amp; INTEGRITY</b>	<b>ENTER WEIGHT:</b>	
-----------------------------------	----------------------	--

- a. **Policy:** Complies with personnel and equal opportunity policies, including prohibitions on harassment, discrimination, and workplace violence, and all other policies, including appropriate use of university resources.
- b. **Safety:** Complies with all safety requirements for the position, including successful completion of training and proper use of personal protective equipment.
- c. **Ethics:** Chooses ethical actions, even under pressure, avoids situations considered inappropriate or that present a conflict of interest, holds self and others accountable for ethical decisions.
- d. **Respect:** Appreciates individual and cultural differences and treats all people with dignity and respect.

<b>SUPERVISION</b> <i>(for supervisors only)</i>	<b>ENTER WEIGHT:</b>	
--	----------------------	--

- a. **Oversight:** Provides adequate stewardship of assigned resources, including budget, space, equipment, and staffing.
- b. **Goal setting:** Provides clear objectives that foster work unit development and align with University values and goals.
- c. **Managing Talent:** Provides candid, timely, and constructive feedback on performance and behavior, hires individuals with the qualities and skillsets for success, and contributes to meeting University's EO and affirmative action goals.
- d. **Leading:** Serves as role model and engenders trust, commitment, and civility.

<b>PART 3: INDIVIDUAL GOALS</b>	<i>(see instructions on page 2)</i>
---------------------------------	-------------------------------------

Set 3 to 5 individual goals for each employee based on key business needs and strategic goals. Weight each goal.

<b>GOAL #1 -- Title:</b>		<b>ENTER WEIGHT:</b>	
<b>Description:</b>			



# Performance Plan Form

<b>Assignment Period</b> <i>(Dates From/To):</i>			to	
<b>Dept. Name:</b>		<b>Employee Name:</b>		
<b>Dept. #:</b>		<b>Employee ID:</b>	<b>Position #:</b>	
<b>Supervisor Name:</b>		<b>Employee Classification:</b>		
<b>Supervisor Title:</b>		<b>Competency Level:</b>		

<b>GOAL #2 -- Title:</b>		<b>ENTER WEIGHT:</b>	
<b>Description:</b>			

<b>GOAL #3 -- Title:</b>		<b>ENTER WEIGHT:</b>	
<b>Description:</b>			

<b>GOAL #4 -- Title:</b>		<b>ENTER WEIGHT:</b>	
<b>Description:</b>			

<b>GOAL #5 -- Title:</b>		<b>ENTER WEIGHT:</b>	
<b>Description:</b>			



# Performance Plan Form

<b>Assignment Period</b> <i>(Dates From/To):</i>			<b>to</b>	
<b>Dept. Name:</b>		<b>Employee Name:</b>		
<b>Dept. #:</b>		<b>Employee ID:</b>	<b>Position #:</b>	
<b>Supervisor Name:</b>		<b>Employee Classification:</b>		
<b>Supervisor Title:</b>		<b>Competency Level:</b>		

## PART 4: CAREER DEVELOPMENT PLAN (see instructions on page 2)

At the beginning of the performance cycle, the supervisor should discuss development opportunities with the employee and list below any development activities established for the current cycle. Include resources that will be provided to the employee and indicate deadlines as needed. Progress under the talent development plan should be discussed periodically with the employee.

## PART 5: SIGNATURES FOR PERFORMANCE PLAN (see instructions on page 2)

<b>2<sup>nd</sup> – Level Supervisor:</b>		<b>Date:</b>	
<b>Supervisor:</b>		<b>Date:</b>	
<b>Date of Review Session with Employee:</b>			
<b>Employee Acknowledgement:</b> I acknowledge that I have received this performance plan and that if I choose, I may write additional comments to include with this document.		<b>(Check this box if you are attaching comments.)</b>	
<b>Employee:</b>		<b>Date:</b>	