



## Performance Management Program (PMP)

### OVERVIEW

The UTMB Performance Management program is a process of collaboratively setting meaningful goals and periodic but continuous informal reviews of an employee's performance throughout the year, followed annually with a formal review that can affect an individual's merit pay. When an employee starts a new job (as a result of employment or job change) and at every appraisal period, there needs to be clear communication of the SMART (Specific, Measurable, Attainable, Relevant, and Timely) goals and expectations that they must attain. Appraisal discussions may be completed every six months, but at a minimum must be completed every twelve months and must be written and discussed with the employee. New employees must be evaluated and online PMP forms completed, after the first six months and then again after twelve months.

The PMP process is to be used for carefully evaluating and recognizing performance, not administering discipline. If someone is under discipline during the review period, the appraisal form, discussion, and pay should reflect the severity of the discipline. If a major performance problem exists, the supervisor will need to administer constructive discipline. Clear SMART Goals and expectations, frequent feedback, and open discussions between supervisors and employees often result in continued performance improvement and will minimize the need for disciplinary action.

### WHY PMP?

UTMB is using the Performance Management Program to establish desired performance expectations and to provide feedback on individual performance linked to desired business outcomes. It is crucial that the Performance Management Program provide employees with constructive feedback, clear standards and goals, and a clear link between individual performance and pay. This process will assist the supervisor and the employee with a clearer understanding and stronger agreement about work priorities and performance.

The process is designed to focus all employees on business goals, demonstrate the linkages between each employee's job and the business goals, and cement the relationships between UTMB's Core Values, business goals, and job performance.

Before beginning the PMP process, it helps to understand how UTMB defines employee development. Developing employees is an ongoing process of enabling individuals to grow in knowledge, skills, and abilities. This requires ongoing assessment of how employees are doing in the areas identified as critical to meeting UTMB's business needs.

## ROLES

### **LEADER (SUPERVISOR) ROLES**

Within the PMP process, the supervisor's role includes:

1. Conducting a collaborative performance review process.
2. Generating the online performance appraisal forms.
3. Setting clear SMART Goals (with the employee) as measures of performance at the beginning of each review period and updating those throughout the year as business needs change.
4. Tracking and documenting performance throughout the year.
5. Discussing performance with employees at least every six months to reinforce improvements/accomplishments and to discuss areas for improvement. Make adjustments to the plan as needed.
6. Supporting employee development activities and reinforcing them on the job.
7. Having an honest, collaborative discussion with the employee about performance, pay and future plans.
8. Finalizing the online evaluation form.

### **HUMAN RESOURCES ROLES**

The Human Resources Department supports you by:

1. Assisting in setting SMART Goals.
2. Answering questions about the process and forms.
3. Training supervisors on how to plan, track, write, and conduct reviews.

## PROCESS

The Performance Management Program should be a continuous process, involving effective two way communication and feedback between employees and supervisors. The process should culminate in the formal annual performance review, but that should not be the only conversation regarding performance during the course of the review period. Only through continuous planning, coaching, and review can this process truly provide useful feedback to an employee for professional development, while helping supervisors to ensure that they have motivated and productive employees who understand their work priorities and how they contribute to departmental and institutional success.



1. At the beginning of each review period, each supervisor should review the SMART Goals with the employee(s) and make any necessary changes in order to meet business needs for the upcoming performance period. Any changes should be clearly communicated verbally and in writing with the employee(s).
2. Throughout the review period, ongoing coaching and feedback should occur between the supervisor and the employee so that the employee is clear on where expectations are being met or exceeded and where improvement is needed. Our objective would be for no employee to be surprised by anything on the formal performance evaluation.
3. At the end of the review period, the supervisor should prepare the online performance appraisal form, including comments, and print it for review with the employee. After the review, any necessary changes should be made online and then the supervisor should submit (finalize) the online evaluation. The final version should be printed for supervisor and employee signatures, copied for employee and departmental records, and then forwarded to Employee Records.

### **CONTENT OF PMP APPRAISAL FORM**

The PMP appraisal forms should be completed online at <https://my.utmb.edu/pmp/login.asp> . The forms include several components, including:

1. Core Behaviors and Behavioral Expectations
2. Compliance
3. SMART Goals and Work Outcomes
4. Developmental Goals for the Current Review Period
5. Developmental Goals for the Next Review Period
6. Overall Rating and Comments

Instructions for completing the form can be found in this toolkit in Section 7 – How to Complete a Performance Management Form.

### **WEIGHTING**

Supervisors have the optional ability to weight performance measures if they choose to do so. The only two requirements are:

1. The sum of the individual measure's weighting equals 50%
2. At the beginning of the performance period, the employee is aware of the weighting of each SMART Goal.

### **PERFORMANCE EVALUATION DEFINITIONS**

The following guide has been developed to help in the rating of each performance measure and the overall rating.

**EXCEEDS EXPECTATIONS** – work is of the highest quality compared to an established standard. Work at this level can be used as an example for others and is not just occasionally but regularly going beyond expectations. Employees at this level generally anticipate problems or are proactive and go beyond immediate boundaries.

**OCCASIONALLY EXCEEDS EXPECTATIONS** – work is above average and occasionally exceeds requirements. The employee pursues new knowledge and skills and is proactive, actively searching for ways to improve, whether in a given task or general skills. The employee often accomplishes more than the minimum requirements and results and opportunities for improvement go beyond immediate boundaries.

**MEETS EXPECTATIONS** – work is consistently performed at acceptable levels. Work is consistently satisfactory to good quality, occasionally goes beyond the minimum acceptable requirements. Improvements are readily made, and occasionally originate with the employee.

**USUALLY MEETS EXPECTATIONS** – work is consistently at minimum acceptable levels, and may occasionally fall below minimum. Quantity and/or quality may be below expectations, requiring more time or resources than expected to meet requirements. Improvements are made upon request, but the Employee does not initiate them.

**DOES NOT MEET EXPECTATIONS** – work falls consistently below minimum acceptable levels. Quantity and/or quality are below expectations requiring more time or resources than expected to meet requirements. Employee does not initiate improvements and sometimes does not follow directions.