

## Completing Your Summary of Accomplishments – Frequently Asked Questions

Performance Management - Educational Session One

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1. Are supervisors required to meet with me after I complete my SOA to discuss, and before they develop my appraisal?
  - No. However, if you feel a meeting is necessary, please contact your supervisor to schedule a final check-in.
  
2. I have not been at the University for the whole Fiscal Year as I joined in the middle of the year. How will my performance be evaluated against my peers who were here for the whole fiscal year?
  - The performance appraisal is an evaluation of your own performance – not your performance in contrast with fellow team members. A recently-arrived employee may or may not remain in his/her learning curve. In your situation, if you remain in your learning curve and are not quite meeting the expectations required of your position, such is okay and oftentimes expected. You'll be appraised accordingly, and in your appraisal, your supervisor should highlight the progress you have made thus far and identify any core competencies in which you may need to improve. If you have exited your learning curve and are meeting the complete expectations and deliverables outlined in your job description, then your performance will be fully assessed against your job description and job deliverables.
  
3. On the topic of professional development, can we include activities paid for out of our own pockets? Examples: Master's or Ph.D. program or trade association conferences/training events/meetings.
  - Yes. If it is professional development that you initiated and paid for on your own and have done on your own time, it is still nevertheless professional development and can be tied to core competencies and noted in your SOA. Make a link to how you have benefited from attending these conferences and what skills and competencies can you use in your current job? These distinctions are important data points for your manager's consideration.
  
4. What if my employee had a different supervisor for the first 1/2 of the performance period? Is only the current supervisor listed in Halogen?
  - Yes, only the current supervisor would be listed in Halogen. Feedback should be solicited from your employee's former supervisor to complete the annual appraisal.
  
5. Can you please provide an example of personal challenge? If there has been a misunderstanding with my manager on the way I communicate over an email, does that count as a personal challenge?
  - We are looking for challenges that may have precluded you from completing your goals. One of the things you might want to mention as an obstacle or barrier in meeting your goals is that you and your supervisor have talked about communication being a competency that you need to develop for the next year. The example you could cite is that there was a misunderstanding related to one of your goals and you think that developing your active

listening skills may be an area of focus for the next year. Discuss how your goal in strengthening this area can close the communication gap.

6. How do we handle changes in supervisor? My supervisors for the first 6 months of the 15/16 FY have left the university and I currently have a temporary supervisor while they look for a permanent one - this means I haven't had anyone to help me set and follow goals, nor have expectations of what I do really been set.
  - The individual who is currently serving as your supervisor will need to assist you in developing goals and setting performance expectations. If you have experienced challenges in achieving your established goals for FY 15/16, please be sure to note these in your Summary of Accomplishments and/or discuss with your current supervisor prior to close of the appraisal period.
  
7. Last year, I got a lot of push back from staff who didn't agree with being evaluated on core competencies vs. job description. For example, they didn't understand why their demeanor or communication style with colleagues should be reflected in their evaluation so long as they met their deadline for deliverables. What is the best way to help employees understand the importance of core competencies so they can accept this relatively new evaluation process?
  - Core competencies address how a person accomplishes their job responsibilities in addition to what a person accomplishes. They speak to the skills and behaviors necessary for personal and professional success. How you accomplish your tasks is just as important as accomplishing the tasks themselves. For more information regarding Core Competencies, please refer to our webchat on [Core Competencies And Their Role In Performance Appraisals](#).
  
8. Suggestion for future presentations: I would like to hear about the presenter's credentials during the introduction.
  - Thank you for your suggestion. We will keep this in mind for future presentations.
  
9. Do you have any specific advice for new staff on completing their SOA's.
  - If you have established goals, you might discuss what you have accomplished thus far. If you don't have accomplishments yet, you might discuss progress or what competencies you have applied in making progress towards those goals. As a new employee you could focus on what you've learned, or discuss specific trainings you have been assigned. You could focus on the progress you have made to acclimate to the University or your new position.
  
10. How effective will an SOA be with a supervisor where there are personality issues between staff and supervisor, and not performance issues?
  - The SOA is designed to facilitate dialogue between you and your supervisor. It should be factual and comprehensive. In the immediacy, whether or not there are performance issues is a dialogue between you and your supervisor. "Personality issues" are indeed salient to the SOA, as they illustrate potential challenges in several Core Competencies: Communication; Employee Engagement; Resources Management and Sustainability; and Teamwork and Collaboration. We recommend an honest yet professional conversation with your supervisor

to identify opportunities to partner and grow the relationship and the unit in which you serve.

11. Why do some people get to go to 5 conferences while others have gone to none? with the exact same job title. Will halogen be able to track and fix this inequality?
  - No. Although Halogen may be used to document participation in conferences related to development objectives cited in an employee's performance appraisal, it does not have the functionality to track campus-wide attendance at conferences. There are several factors a supervisor/department head may consider when approving professional development (e.g. job responsibilities, budget constraints, department needs, alignment with Project 2020 and/or Strategic Academic Focusing). Opportunities for professional development are not limited to conferences, it may be offered in other forms, e.g., online courses.
12. What if I will be going out on leave, will I need to complete the SOA before going out on leave so that my supervisor can complete my appraisal before I leave?
  - Yes. If you have a planned absence and have a sense of what your accomplishments were and what challenges you faced, you should prepare your SOA prior to going on leave as you are the one who knows your accomplishments best.
13. You mention the SOA does not need to be lengthy. is there a min. or max length?
  - There is no minimum or maximum. Be sure to capture the specific accomplishments that you think are really important and that you follow the [tips for writing your SOA](#). If you would like feedback regarding your draft SOA, you may reach out to your designated HR Business Partner or HR Consultant.
14. Do I need to complete the SOA if my supervisee is still within a probationary term? If so, when?
  - Although your employee may still be within their probationary period, it is recommended that they complete an SOA. Please refer to question #9 above for guidance on new employees completing their SOA. The SOA can be completed in Halogen between April 27, 2016 – June 30, 2016.
15. What do you recommend in instances where your job duties/function changed during the year, making your prior year's goals no longer relevant to the current job?
  - This question underscores the necessity of supervisors having quarterly (preferred) or semiannual (acceptable) check-ins with their direct reports: life happens, priorities change, the goals need to reflect the evolving state of department operations. If your supervisor has not addressed the impact of this shift on your performance, please take the initiative to make an appointment with your supervisor to revisit your goals set for the year and how they might change.
16. What if we don't agree on goals with the supervisor? They have different goals for us than the ones we have for ourselves.
  - The time to address this is when you meet with your supervisor at the beginning of the appraisal process to discuss expectations and standards for the coming year. Your

supervisor often has a larger view of what the unit/department needs are. Your goals need to be set together. Your goals should really match the ones your supervisor has set out for you. It is important that you and your supervisor are moving in the same direction. It is important to have alignment. Your supervisor ultimately has the final say related to your goals.

17. I recently started at UCM and did not have former goals. What could my SOA talk about?
  - Please refer to question #9 above for guidance.
18. Will we receive a copy of the power point slide?
  - The PowerPoint slides can be downloaded [here](#).
19. What kind of challenges and achievements should an employee list on their SOA?
  - Think about goals and expectations from the past year and use those as a starting place. Speak about goals and how you accomplished them. For example: If you're a trainer, and one of your goals was to conduct ethics training for your department. Was your goal to conduct a certain number and evaluate the effect of that training? Think about accomplishments related to the core competencies. What competencies did you use to accomplish your goals?
20. How can an employee relate job responsibilities to the core competencies?
  - Please refer to our webchat on [Core Competencies And Their Role In Performance Appraisals](#).
21. If a goal from a prior appraisal period has been pushed down due to other priorities, how would I account for it in my SOA?
  - Speak to what those other priorities were on your SOA. Where these new priorities accomplished? Speak to why you had to defer the goal, and what challenges played a role in that? You and your supervisor could discuss how or why the goal was pushed down and note those reasons in your SOA.
22. Can I list outside conferences attended as part of my professional development activities?
  - We recommend including these in your SOA, but it is incumbent upon you to note whether or not these conferences are part of your individual development plan or part of your career goals. Can you, in fact, make a link to how you have benefited from attending these conferences and what skills and competencies can you use in your current job? These distinctions are important data points for your manager's consideration.