



PERFORMANCE MANAGEMENT: YOU'RE MORE THAN A SCORE

Moving from a Scorecard to Meaningful Conversations

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Agenda

- Performance Assessment is Broken
- Setting the Stage for Change
- What is the Alternative?
- Implementation: Scope and Time Frame
- Challenges & Lessons Learned
- What's Next?

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We only hear our “score,” and not what the conversation is or should be about.

“Performance ratings reflect so much more than actual performance. They have politics, tradition, and budgets all wrapped together in one number that will haunt you the rest of your life.”

—CBS Money Watch



WHAT are we looking for?

Effective performance management:

is simple and efficient

promotes open & ongoing communication

is employee driven

helps create a culture of transparency

is consistent but flexible

allows you to revisit and adjust goals as necessary

keeps employees on track,
motivated & engaged



WHAT DO THESE COMPANIES HAVE IN COMMON?

Deloitte.

Cargill[®]

UBT
Union Bank & Trust

NETFLIX

Atlassian

Fishbowl.

JUNIPER
NETWORKS[®]

Adobe

INSPIRE • INNOVATE • IGNITE
CACUBO



PERFORMANCE MANAGEMENT

THEN

Traditional Annual Performance Evaluation

Scorecard evaluation completed once per year for budget requirements

Standardized 'one-size-fits-all' approach

Supervisor-driven: cumbersome and inefficient

Demotivating process focused on fixing employee weaknesses

No formal goal-setting process

Performance feedback given only once per year

NOW

Performance Management Conversations

Frequent conversations throughout the year focused on staff growth and development

Flexibility for meaningful conversations tailored to employee and department needs

Employee-driven to give ownership to staff and reduce bureaucratic tasks for supervisors

Process designed to enhance employee performance by focusing on talents and strengths

Discussion around upcoming priorities ensures alignment with supervisor, department and IANR

Real-time, frequent feedback leads to enhanced performance and productivity



PERFORMANCE MANAGEMENT

HERE IS HOW IT WORKS

5 questions | 2 times per year
(or more)



CHALLENGES AND LESSONS LEARNED

Challenges

- Fear of the unknown
- How conversations tie to merit
- Broad scale communication
- Data access, clean up, setup, and security

Lessons Learned

- Leadership buy-in is critical
- Pilot the process
- Be prepared to address employee concerns and challenges
- Simplicity is key

THANK YOU

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