

HRIC Takeover

 UNIVERSITY OF DENVER • The Bridge

HRIC Bridge Takeover

Winter Quarter: March 2 (Performance Evaluations)

Welcome to a special edition of The Bridge, produced in collaboration with your Human Resources and Inclusive Community team!

Please save this edition and refer to it often throughout the performance evaluation process this spring and throughout the year as you achieve your goals.

[Puede ver una versión completa traducida al español aquí.](#)

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Performance Reviews Launch April 1



It's March, and spring has sprung, DU. Although we're still seeing lots of snow, we're seeing signs of spring as well, and not only does that mean flowers popping up around campus, but also that our annual performance review period is finally here.

For years, the University operated under two different performance evaluation cycles. Last year was our final transition year into one unified cycle. This marks a consolidation for DU that provides more equitable evaluation experiences for all employees, and this will be the review period for all DU employees from now on.

For the last nine months, you've been working hard on goals to benefit not only your position but your department and programs—and the University as a whole. Now's the time to take a look at the work you've been diligently engaging in all year long!

But first, we have some introductions to make.

Please Welcome Craig Miller

People Development is excited to welcome Craig Miller—MS, SHRM-CP— as our associate director of talent acquisition and development. Craig is our new lead for the performance management program and process among other development initiatives.



Craig has worked at DU since 2014 and has held several roles ranging from enrollment manager, to benefits specialist, to HR Partner. Currently, he is thrilled to continue overseeing the Talent Acquisition team while exercising his passion for career and professional development as the associate director of Talent Acquisition and Development. His goal as an HR professional has always been to be on the People Development team, and with this role, that dream has come to fruition.

His tagline is, “I find fulfillment in helping others find fulfillment” and this role grants him the opportunity to build that into numerous stages of the employee life-cycle.

His hope for the University’s performance management program is just that, to encourage leaders to hold regular check-ins with employees as a means to ingrain growth and development into every aspect of their work, all with the hope of aiding employees in finding fulfillment in their work and career.

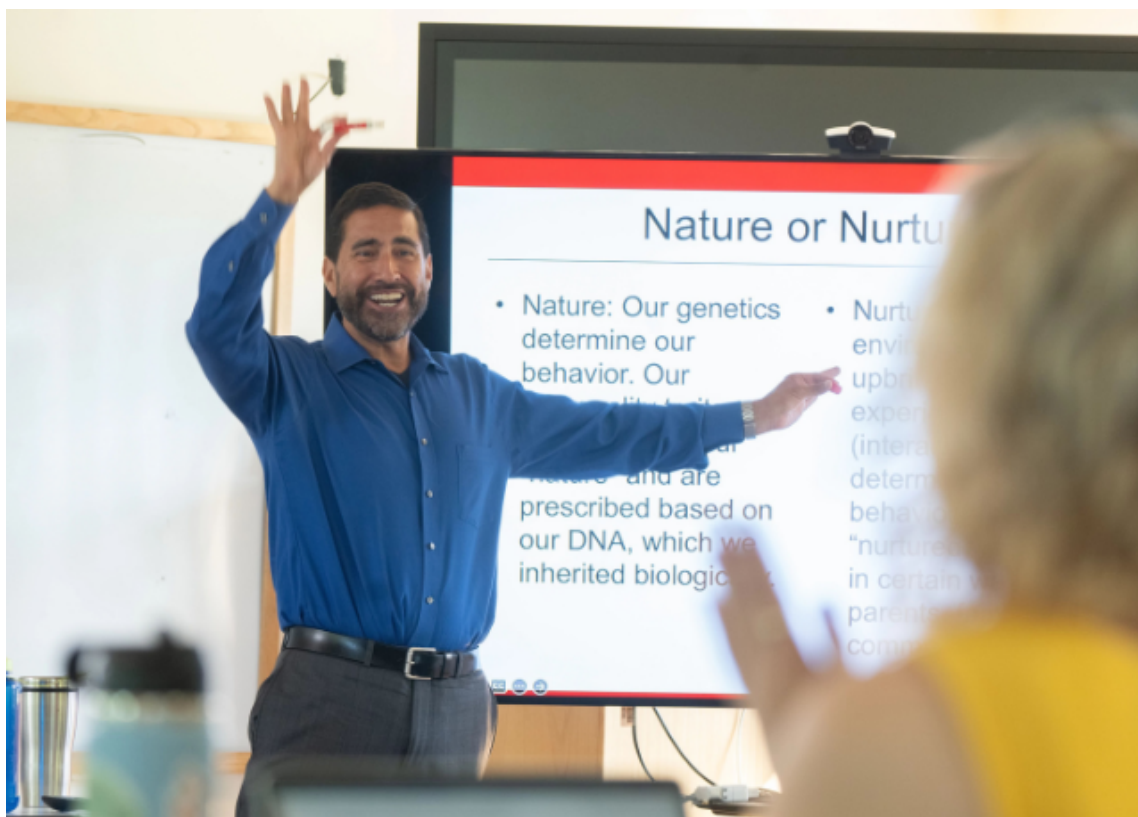
The goal is for DU’s practice around development to dictate how we utilize the performance management system, rather than the system dictating our practice.

A Note for Faculty

Although we have aligned our performance cycles into one equitable period, we do have slightly different due dates for faculty and staff due to differences in the processing of said reviews.

Faculty, you should have received access to your annual reports yesterday. The earliest reports are due on April 18. Please check with your chairs/directors or deans for your specific unit level timelines.

Time frame for Faculty Annual Reviews



The reporting cycle will cover April 1, 2022-March 31, 2023. Like last spring, the overall time frame for the annual reviews will be consistent across all academic units, with faculty submissions opening on March 1, and all reviews due to the provost from the deans on June 1. Within this time frame, internal due dates (for faculty, chairs, and deans) may vary by academic unit, though faculty submissions should not be due before April 18.

March 1, 2023: Faculty annual review reports open for all faculty.

April 18, 2023: Earliest date that faculty submissions can be due to chair/dean.

Course Evaluations for Faculty Annual Reviews



Spring Quarter/Semester 2022, Summer Quarter/Semester and Fall Quarter/Semester 2022 course evaluations will be automatically included on the faculty annual review reports.

Course evaluations for Winter Quarter 2023 will be uploaded into the system on April 3. Faculty will need to refresh the pdf report within their annual review after April 3rd to ensure that their Winter Quarter course evaluations are included.

Spring Semester and Spring Quarter 2023 course evaluations will not be included in these reviews. They will be included in the next review cycle.

Staff Performance Management Important Dates to Know

- Performance Review Time Period Start: April 1
- Performance Review Time Period End: May 8
- Performance Planning for 2024 Opens: May 17
- Merit Increases Effective for Monthly Employees: July 1
- Merit Increases Effective for Bi-weekly Employees: July 3

So, What Do All Those Dates Mean?



Staff performance evaluations will open for review on April 1. You will receive an email on that day inviting you to fill out your self-review in the performance planner.

You and your manager will have until May 8 to complete these three steps:

- Your self-review
- Your manager's review of you
- Your meeting with your manager to discuss your evaluation

But don't delay! The earlier you complete your performance evaluation review, the better you will feel about having it behind you. You should also be thinking about your goals for the next evaluation cycle, which is April 1, 2023, to March 31, 2024.

Upcoming Trainings and Events

March 22, 28

Staff Performance Management–Goal Setting

To help you with goal setting, this interactive session will address frequent questions about setting effective goals in preparation for the upcoming performance review period and beyond.

Date: March 22

Time: 11:00 a.m.

Location: Zoom

RSVP by visiting Pioneer@work here →

Date: March 28

Time: 1:00 p.m.
Location: Zoom
RSVP by visiting [Pioneer@work here](#) →

March 22, 28

Staff Performance Management–Self-Review Process

To assist you with the self-review rating process, this interactive session will review the competency definitions and the rating descriptions for the upcoming performance review period.

Date: March 22

Time: 1:00 p.m.
Location: Zoom
RSVP by visiting [Pioneer@work here](#) →

Date: March 28

Time: 11:00 a.m.
Location: Zoom
RSVP by visiting [Pioneer@work here](#) →

Customized training sessions are being held for units and are available at any time. Please contact PerformanceManagement@du.edu to schedule a custom learning program around performance management for your unit.

March 29

HRIC Townhall

Come join HRIC in an open forum for discussions.
Snacks and beverages will be served.
10 a.m.-12 p.m., Community Commons 1700
Zoom link will be available in an upcoming edition of The Bridge for virtual attendees.

What Are the First Steps I Should Take to Prepare?



Have you been checking in on the work goals you set for yourself this year? To view your goals, log in to MyDU and click on [Pioneer@Work](#) and then on My Goals. **If you don't have goals in the system, submit them as soon as possible.** [Click here to jump to the section on how to input your goals.](#)

This is also an exciting time to review and validate your goals. Are you on track to reach your goals but need to extend the timeline? Don't worry, goal setting is fluid, and each goal's "end date" is not required to be March 31 of this year. If a goal end date is past this performance year, it will roll over to next year's goals, and you can continue progressing toward it. Feel free to modify the goals you want to be evaluated on in the next cycle, so the end dates are realistic. The performance evaluation is meant to assess progress toward completion, not necessarily to indicate completion itself.

For example, if you set a goal last year to document, vet and improve a process within your department by the end of this March, but you're discovering it's really a two-year project, you can keep it as a goal but change the end date to March 2024 to give yourself plenty of realistic time to complete that goal. In the coming performance evaluation period, you will evaluate yourself on your work toward the completion of that goal. Then in April 2024, you and your supervisor will conduct the goal evaluation based on completion.

The Review

There are three sections of the staff performance review, and each is worth a different amount to your overall score. Use the following to help you start thinking through your (or your team member's) review.

1. Job Goals and Objectives

- Worth 60%

- Use the [five-point rating scale](#) for each job goal and objective.
- Use robust, clear examples and evidence in support of your rating.

2. Competencies

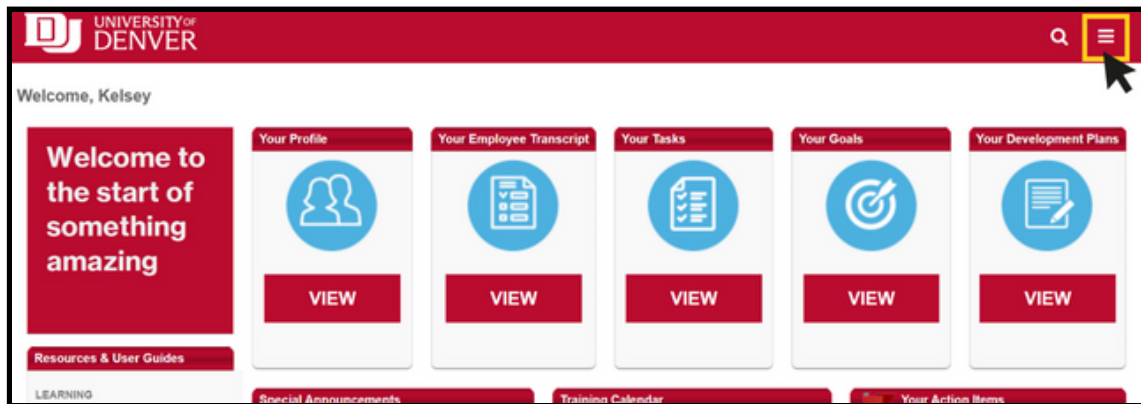
- Worth 40%
- [Review competencies, definitions, and examples.](#)
- Use the [five-point rating scale](#) to indicate your ratings for each competency.
- Use robust, clear examples and evidence in support of your rating.

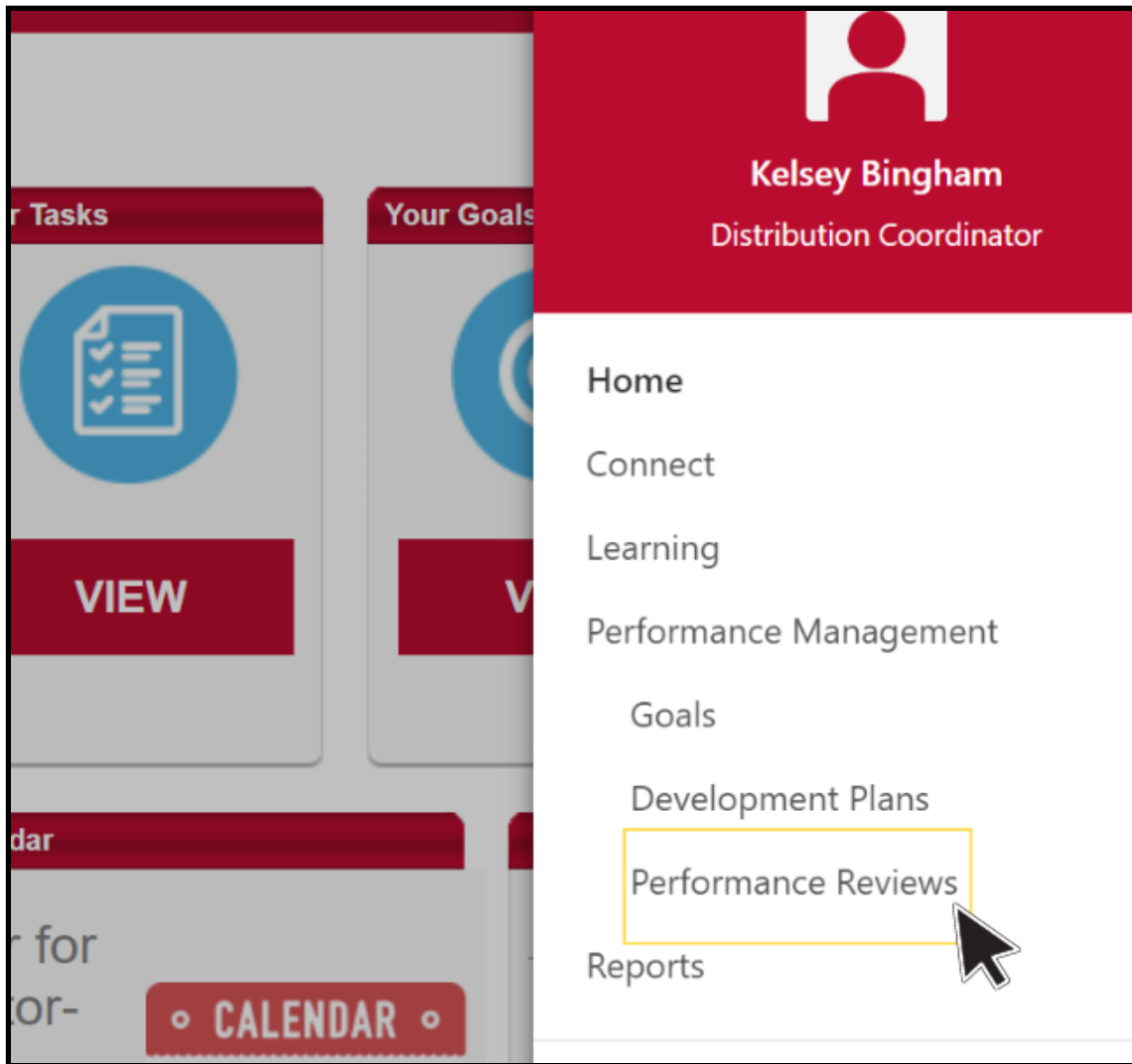
3. Professional Development Plan

- No rating
- Take time to celebrate all that's been accomplished this year!
- Review progress toward the professional development plan outlined at the start of the year. Reflect on efforts made, goals accomplished, and opportunities that might carry over into the next performance cycle.
- Remember, this section is not rated and is intended to support the employee's development efforts.

If you find that you need to modify your self-review, you can ask your manager to send it back to you by selecting Reopen Step when they open your performance review form in Step 2; this will send it back to Step 1 for your modifications.

**To access your performance review main page, navigate to:
Pioneer@Work → the Navigation Menu in the top right corner →
Performance Management → Performance Reviews**





**How Should I Rate Myself?
How Should I Rate My Team Members?**



As you saw in the last section, you will be rating yourself and your team members for each goal and competency on a scale of 1-5. Then, all the scores will be compiled for a final rating.

It might help to read the descriptions behind each rating. [You can find them here](#) →

When rating each goal and competency, giving yourself or your team members a 3 means they are solid in that competency, or they met the expectations of that goal. But a 2 is still nothing to be ashamed of! That can indicate an area or goal where you are putting in a lot of personal work and growth.

So how about giving out those 4s and 5s for goals and competencies then? And when should I give myself (or my team member) a 1? Great questions. 4s and 5s are for work that is beyond the expectations of the role. Maybe you buckled down and moved the needle on an important project this year. It isn't just succeeding in a goal—we'll get to that soon. But if you went above and beyond to deliver more than what was expected of you, that might rate a score of 4. And if you consistently went above and beyond to make a difference across your department or even the university, we might even be talking about a 5.

The only rating to really be concerned with and have further dialogue with your manager and perhaps even HRIC Partner about would be a 1. A score of 1 is there to help us dive into areas of improvement with the help of our managers and HR partners. It might also be given to very new employees who simply haven't had enough time on the job to be rated yet. This is not a reflection of their work but an acknowledgement that we don't have enough information to rate them.

As you now know, there are two major parts of the performance review, the goals section, and the competencies section. Each section should be rated (either as yourself or by your supervisor) with different things in mind.

Goals



You would think that goals are pass/fail, right? You either met the goal or you didn't! Well, not quite. A lot of factors go into rating a goal, especially a goal that is still in process.

If you are making substantial progress on a goal or solidly met the goal you set out to accomplish, once again, you should give yourself an A, a solid 3! Or maybe the goal isn't going quite as well as planned. That might mean that goal gets a 2 – for now. Next year, we know you'll come back swinging!

But if you knocked that goal out of the park, if you met all your goal objectives and more, you might rate yourself as advanced or exceptional in that specific goal. Maybe your goal was to design a new process for your team. If you not only designed that process but were able to implement it, fixed a few initial bugs and took care of a few unexpected roadblocks along the way, that might earn you a 4 rating for that goal.

Competencies



The five competencies you are reviewing yourself and your team members on are work quality, initiative, communication, dependability and inclusiveness. [You can read through the definitions of each of these competencies and find examples here.](#) Remember, every single person has strengths and weaknesses, and you should expect to give yourself (and receive) a mix of scores to encompass all your strengths but also areas where you can grow.

Make sure you are considering your work and performance over the entire year. Many times, we realize at the last minute we have goals and evals coming up, so we start putting in extra effort in the weeks leading up to these reviews. But to evaluate yourself and honestly work toward your professional development, you need to consider the entire year.

Maybe the year started out a little rough. You picked up momentum and were performing at an advanced level for a while, but then for another period, you

know you weren't giving your best effort to your job. A realistic but inconsistent time frame like that would earn you around a 2.5 and give you lots to work on for next year.

Be sure to be specific in your examples of why you are rating yourself the way you are to help you and your supervisor come to the fairest rating for each goal and competency.

If you have questions on how to rate yourself or your team members, please contact your HR partner to ensure we are fairly and consistently scoring employees across DU.

Combatting Rating Bias



All humans are biased. No matter how much you try to be as nonjudgmental and unbiased as possible, most human decisions are based on biases, beliefs and intuition, not facts or logic.

When it comes to performance evaluations and reviews, biases have a large unintended impact. Unconscious biases can lead to inflation or deflation of employee ratings, which can have serious implications in promotion, compensation, hiring or even firing decisions. Given the weight of these decisions, it's critical to ensure that performance reviews are as fair and objective as possible.

Here are a few common types of biases and how to prevent them – for yourself and when evaluating your team members—during performance reviews.

- **Recency bias** is the tendency to focus on the most recent time period instead of the total time period. To limit the impact of recency bias on your

performance data, develop a habit of collecting feedback on employees at different points in time throughout the year. This way, you have more frequent data points from throughout the entire time period at the end of the year.

- **The halo/horns effect bias** is the tendency to allow one good or bad trait to overshadow others (i.e., letting an employee's congenial sense of humor override their poor communication skills.)
Evaluate performance on multiple dimensions of performance instead of leaving it open to interpretation. To get a holistic view, make sure to assess at least 2-3 distinct aspects of performance so that one awesome or awful trait or skill doesn't overshadow everything else.
- **Primacy bias** is the tendency to emphasize information learned early on over information encountered later. By putting together, a dossier of performance snapshots that include feedback from multiple points in time, you can dampen the tendency to weigh first impressions too heavily.
- **Similar-to-me bias** is the inclination to give a higher rating to people with similar interests, skills, and backgrounds as the person doing the rating. Reduce the effect of similar-to-me-bias by requiring specificity in managers' assessments. When you first agree to the criteria used in an assessment and then you make the evaluation, you are less likely to rely on stereotypes, and your assessments are less biased.

Supervisors, remember, you can and should be rating top performers with the rare 5 if they truly did produce exceptional work on a specific goal or exhibit exceptional aptitude in a specific competency.

However, if you are rating your team members (or yourself!) all 5s—or even all 2s, you might need to look for signs of one of the biases listed above.



The Meeting With Your Manager

Once you and your manager have both filled out your reviews and hit submit, you are ready for your meeting with your supervisor to discuss your performance. Those words can be scary to think about, but your supervisor is there to help you be the best you can be at your job. This is also a time for you to reflect upon what resources you might need to improve your performance.

You and your manager are a team, and in this meeting, you can work as a team to reflect upon the last year and look ahead to the upcoming year. This is also a wonderful time to share any professional development goals you have for yourself that your supervisor might be able to help you achieve.

Who Is Eligible for Merit?



If financial forecasts remain steady, our No. 1 priority will be to recommend a merit pool that is higher than those proposed during the past five years. Retaining valuable faculty and staff is at the core of a successful institution. Merit programs can often attract and retain competitive and highly skilled performers who appreciate seeing a measurable impact of their efforts.

Merit pay allows the employer to differentiate and account for individual performance amongst the team. Another benefit to merit pay is that it can help clearly set expectations and communicate the institutional objectives to the team. It can confirm

what is valued most in an employee and let them know what they need to do to perform well at their job.

Appointed faculty and staff are eligible for merit based on their performance review. For an employee to be eligible for merit, they must have a hire date **prior to or on April 1**. Eligibility does not guarantee a merit award. Merit increases for those individuals hired July 1, 2022, to April 1, 2023, will be prorated for months employed.

When Will I See the Merit Increase Reflected In My Paycheck?

The increase is for earnings for payroll periods that begin on or after July 1, 2023.

**Employee
Group**

Exempt Staff

Non-Exempt Staff

Non-Exempt Union

9-month Law Faculty

12-month Law Faculty

9-month Faculty

12-month Faculty

Effective Date of New Salary

7/1/2023

7/3/2023

7/3/2023

8/1/2023

7/1/2023

9/1/2023

7/1/2023

**First Paycheck with
New Salary**

8/1/2023

7/21/2023

7/21/2023

9/1/2023

8/1/2023

10/1/2023

8/1/2023

Setting Your Goals for Next Year



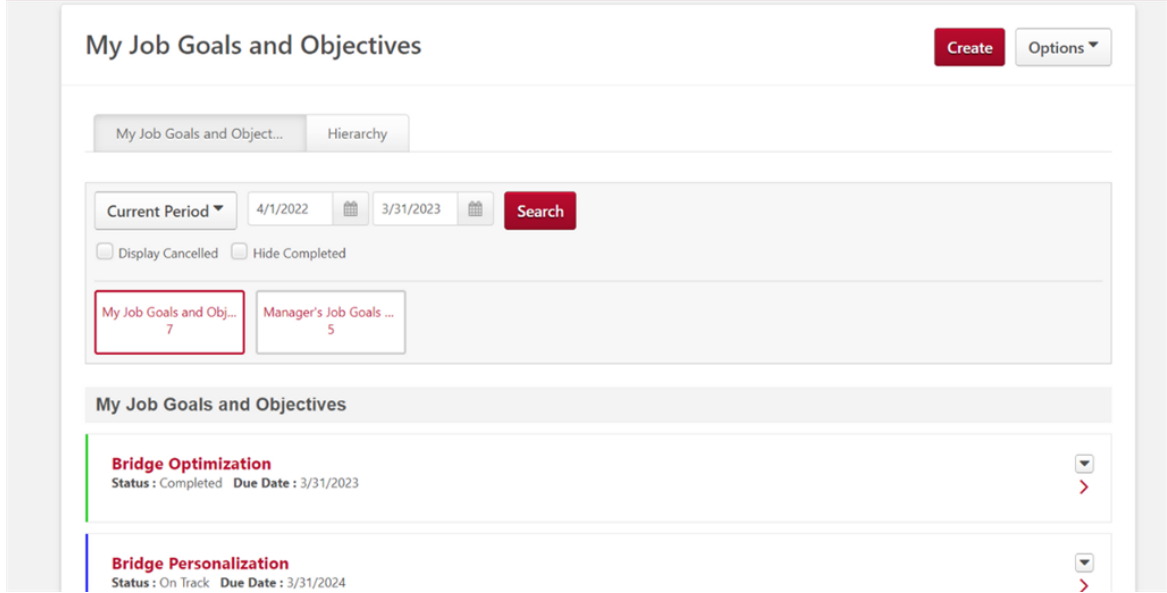
Although the review period happens during the spring, the staff performance evaluation cycle is year-round! It's important to be thinking about the goals you want to achieve next year and in the years to come.

Starting May 17, you can enter new goals into the system with your manager's help. Always make sure to run your goals by your supervisor to ensure they are tied to your unit's strategic imperatives. Here's a step-by-step look at how to add your goals into the system for next year.

**To access your goals and objectives main page, navigate to:
Pioneer@Work → Your Goals "View" button**

On your job goals and objectives main page, you are able to:

- Create new goals.
- View your previously submitted goals that are input into the system.
- Edit the goal status, description, due date, attachments and comments.
- Download a PDF showcasing all of your goals and details.



Creating Job Goals and Objectives

To create a goal there are several items that you must fill out:

- **TITLE:** Enter a job goal or objective.
- **DESCRIPTION:** Articulate the specifics of the job goal or objective (i.e. specific, measurable, actionable, relevant and timely).
- **START DATE and DUE DATE:** Dates default to the start and end of the current performance cycle. Feel free to edit those dates to accurately reflect the time frame of the item.
- **ATTACHMENTS:** You can attach any supporting documents by clicking, “Choose File”.
- **ALIGN:** Click the align button to see if divisional leadership has created a job goal or objective that the employee could align to. If you have direct reports, check the “Goal Visibility for Direct Reports” box to open these job goals or objectives to your direct reports for potential alignment.

After you have filled in all the details for your goal, click save to finalize this job goal or objective. Repeat these steps for any additional job goals or objectives.

What Are the Minimum Number of Goals Needed for My Evaluation?

Your Goals



Staff and supervisors should strive to set 3-5 goals total. Goals should be tied to one or more of the strategic imperatives, if possible. Goals should be specific, measurable, related to an employee's role and responsibilities, realistic and timebound. Fewer well-written goals are preferable to numerous goals that may simply be restating existing job duties and responsibilities.

Goals Are Not a Once-a-Year Discussion!



You and your manager should be in weekly or at least monthly communication about your performance and goals so you can continually learn and grow.

Say a project isn't going as planned, but it's one of your goals for next year. Although HR encourages goal planning during the performance planning period every year, you can modify your goals year-round. This ensures you and your boss are always on the same page regarding your progress.

Hitting roadblocks during a project? Speak to your supervisor! Supervisors and managers are there to clear roadblocks and help you prioritize tasks so you can set appropriate deadlines and goals for your performance.

Any More Questions?

If you have any questions or concerns, please visit the Overall Performance Planning FAQs. If you have any questions not addressed in the FAQs, please contact performancemanagement@du.edu.

HRIC Updates

Get to Know Your HRIC Team!



Shaunda Norman, Director of Human Resources Services

Shaunda has worked at the University of Denver for 20 years and has overseen many different aspects of Human Resources in that time. Currently, she oversees the Employment Services team which handles I-9 verification, hires, separations, job and position changes, name changes, The Work Number for employment verifications, unemployment claims and more!

Shaunda values being a long-standing member of the University of Denver and building and maintaining strong relationships all around campus. She is passionate about helping others navigate human resources processes and continually strives to create a customer-centric team.



Jennifer Taylor, Employment Specialist

Jennifer started in December 2022 as our new employment specialist. She assists new hires and students with their I-9 verification, hires, separations, job and position changes, name changes, The Work Number for employment verifications, unemployment claims and more!

Jennifer has an extensive background in full-cycle healthcare recruiting. She came to DU from activities planning in the high school setting. We are so excited to have Jennifer as a new member of the Employment Services team!



Kaylyn Sanderson, Employment Specialist

Kaylyn started in September 2022 as our new employment specialist. Kaylyn assists new hires and students with their I-9 verification, hires, separations, job and position changes, name changes, The Work Number for employment verifications, unemployment claims and more!

Kaylyn has an extensive background in customer service, as she came to DU after working for 10 years in the service industry. We are so excited to have Kaylyn on our Employment Services team!

Help Us Welcome New HR Partners!

We have had the good fortune to add to our HR partner team with the hiring of Sarah Manzaneres and Shawn McVey. We also hired a new director of employee and labor relations, Jim Noone.

By redistributing assignments, your HR partners will have the bandwidth to address more of your issues on a pro-active, strategic basis. These assignments took effect on January 9, 2023.

Derek Abrams will continue to work with you on any open cases. He will also assist Shawn and Sarah in their assumption of responsibilities for their new units.



Sarah Manzaneres

Sarah Manzaneres has a bachelor's degree from Central Michigan University and is currently enrolled at DU for her master's degree in organizational leadership.

She has been working at DU since August 2021 but became an HR partner in December 2022. She has five years of experience in HR and specializes in human relations. For fun, Sarah enjoys running, reading, and spending time with her family.



Shawn McVey

Shawn is fairly new to Colorado and loves all that it has to offer, especially in the outdoors. He enjoys mountain biking, hiking, camping, photography, and cooking.

His experience ranges from being a kindergarten teacher to HR. Shawn received a doctorate in HR-Workforce Development from the University of Arkansas and truly enjoys working with people.



Jim Noone

Born and raised in New York, Jim comes to us with over 30 years of employee and labor relations experience with the Metropolitan Museum of Art, Service Employees International Union and American Public Media Group, among others. He aspires to a wicked wit, sharp mind, and a warm heart.



Derek Abrams

Derek Abrams has a degree from the University of Alabama (Roll Tide!). He has worked for more than 10 years in Human Resources in the corporate environment, including Coca-Cola and DaVita. Derek has worked in all areas of HR functions and has experience with managing budgets and direct reports.

For more information or other inquiries, please email AskHRPartners@du.edu.

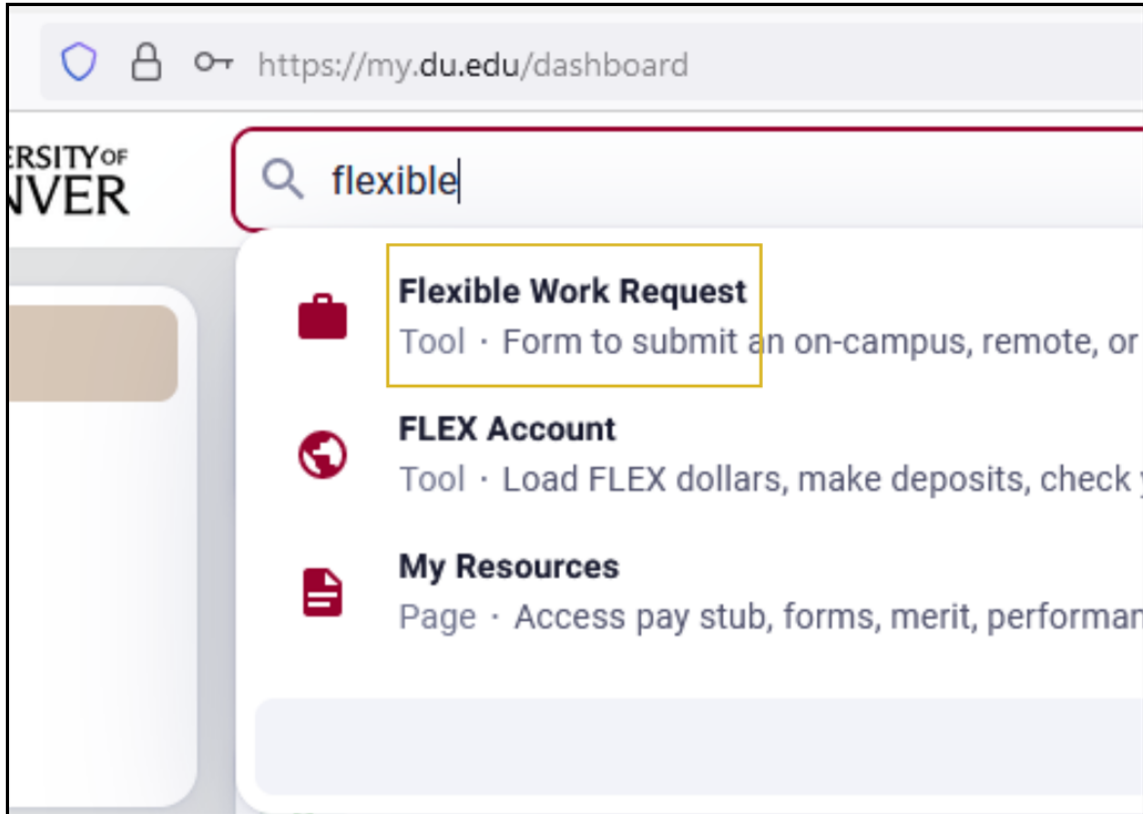
DU WFH/Flex Time Plan Finalized

The new, flexible work policy and guidelines replacing the pilot remote work policy have been released to unit leaders. As with the pilot policy, units can choose what works best for their employees within the guidelines set forth by the University. Each unit has been asked to create individual unit guidelines to share with their employees. To get more information about your unit's specific guidelines, please contact your unit leaders.

To support managers and employees in implementing effective flexible schedule programs in their respective units, the following sessions were held, and the recordings are now available [here](#) and [here](#).

Additional learning resources can be found at LinkedIn Learning – log in to Pioneer@Work or email Learning@du.edu.

You can find the forms to submit to HR here, or by going to MyDU and searching for "flexible" and it will be the first option to select.










We recommend filling out this form with the guidance of your supervisor.

Do You Know How to Locate your W-2?

It's tax season, and your 2022 W-2 statement is now available on PioneerWeb.

To access your W-2, navigate to: PioneerWeb → Employee Tab → My Resources → W2 (located next to the Pay Stub link).

My Resources

-  [My Person Profile](#)
-  [Ethnicity and Race Self-Identification](#)
-  [PioneerTime](#)
Firefox (PC) or Safari (Mac) preferred
-  [Pay Stub | W2](#) 
-  [Shared Services Knowledge Base \(forms and guides\)](#)
-  [Employee Information](#)

You will be required to submit your secondary passphrase since your full Social Security number appears on your W-2. If you have forgotten your passphrase, click on the **“Reset your passphrase”** link located just above the passphrase field or call the IT helpdesk for assistance in resetting the passphrase at 303-871-4700.

You're Invited to a Special DU Gymnastics Event March 5



Please join former and current colleagues for an appreciation event celebrating school spirit and the DU community. Human Resources & Inclusive Community and the Division of Athletics invite faculty, staff and retirees to a DU women's gymnastics event on March 5. Complimentary tickets are available for faculty, staff, retirees and their guests.

A complimentary lunch reception will be held before the meet. We look forward to seeing you then.

1 p.m. Reception, Ritchie Center Gottesfeld Room

2 p.m. Event

RSVP by March 2 →

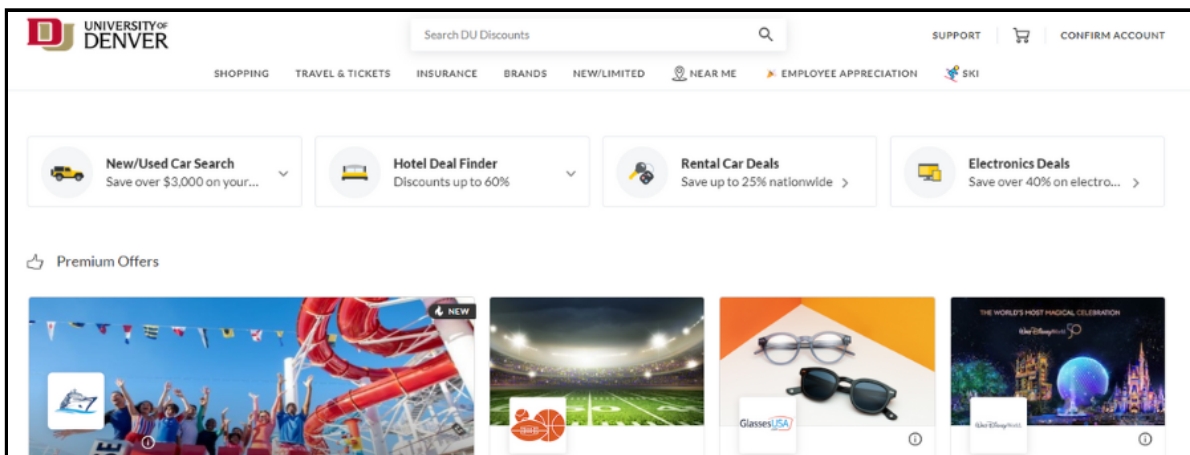
Tickets courtesy of Cigna

Participating Sponsors:

Canvas Credit Union

Delta Dental

Beneplace: DU Discounts and Deals



As an employee at DU, [take advantage of some employee discounts here](#). Simply sign in with your DU email and password to unlock hundreds of deals from shopping and insurance to travel & ticket deals. Spend less and jump into the incredible savings you have as a DU employee! Here's a few that might just catch your eye:

[Samsung](#)

Get up to 30% off select Samsung electronics. Save up to 30% on QLED Smart 4K UHD TVs, soundbars, phones, laptops, Chromebooks, tablets, smart watches and more with this exclusive discount.

[Ray-Ban](#)

Get 15% off Ray-Ban sunglasses.

Save 15% on Ray-Ban sunglasses, prescription glasses, and more using the code. This discount cannot be combined with other promotional codes or applied to any gift card purchases and Limited-Edition Collections.

[Discount Ski Offers](#)

Ski Resorts: Up to 35% off lift tickets and rental equipment. Get super savings on ski lifts, equipment, and lessons at resorts across the country. Whether close to home or a flight away, plan your trip now!

AMC Theatres

Save up to 40% off tickets, popcorn, drinks, snacks, and combos. Good at any AMC Theatres® location in the United States only. Redeemable in-theatre, at kiosk, and online.

The Bridge connects faculty and staff to all campus happenings, all the time.

Do you have an announcement, opportunity, survey or event to promote to DU faculty/staff?

Use **our easy online form** to submit your news. Paid events and programs must include a DU faculty/staff discount. **A minimum lead time of two weeks pre-publication is required for consideration.**

We want to hear from you! Give us your feedback on The Bridge or suggest new content to consider using **our easy feedback form**.