

CIRES ASA Training for NOAA Based Employees

Annual Performance Evaluation Process
July 1, 2020- June 30, 2021



Cooperative Institute for Research in Environmental Sciences
UNIVERSITY OF COLORADO BOULDER and NOAA



Who completes the ASA?

- ➔ All CIRES Researchers and Staff hired before July 1, 2021
 - Full time and Part time
 - CIRES Post Docs (*see below)

Who does not?

- ➔ Hourly employees or temporary Visitors (VFP Post-docs included)
 - No cost appointments
 - *NSF & NRC Post Docs

What is the Annual Summary of Accomplishments?

- First step in the annual performance evaluation for CIRES research faculty.
- The ASA form is used for capturing accomplishments and facilitating evaluation and feedback. * This is only one of the many ways you should be doing this!
- In normal years, ASA is the first step in the yearly merit increase process.
- Critical process for evaluating career growth goals and timelines.

The ASA is only one part of employee supervisor relationship

- Periodic check-ins should happen at least quarterly
- Issues should be addressed as they arise - don't wait
- The ASA should not be a shock to either supervisor or supervisee
- CIRES HR can help you facilitate communication at any time
- Performance management training is critical for all supervisors
- Supervisors and supervisees can access training on difficult conversations, biases, advocacy. *Free and paid trainings are available see insideCIRES [professional development request](#)

ASA Form - 3 Main Sections

- Primary Responsibilities (job duties over past year)
- Narrative (self-evaluation of past year)
- Objective & Plans (goals and plans for year ahead)

Employee
Section:



- Assessment (performance evaluation of past year)
- Planning (performance plan for year ahead)

Supervisor
Section:



- Assessment of Contributions & Plans (performance evaluation of past year, in addition to goals/projects for year ahead).

Science
Advisor
Section:



Main Steps in the ASA

1. Employee completes Annual Summary of Accomplishments
2. Supervisor completes Assessment of Contributions and Plans
3. Supervisor and employee meet to discuss, reach agreement
4. Supervisor enters final Performance Rating Sheet online
5. Employee and Supervisor sign rating sheet via DocuSign (demo follows this section).

**All documents can be changed until the signed copy is submitted to CIRES HR for submission to the Vice Chancellor of the Research and Innovation Office*

Submission Details and Dates

Now	Log into InsideCIRES and begin entering info into your ASA System is online all year for entry of accomplishments
June 30	Complete and submit ASA to your Supervisor
July 1- August 6	<ul style="list-style-type: none">•Supervisor reads ASA and complete forms•Supervisor & employee meet and discuss•Supervisor and employee complete rating sheet
August 6	Supervisor & employee sign rating sheet and submit to CIRES HR via DocuSign and emailed to ciresasa@colorado.edu
* Missing ratings sheets? NO RAISE for employee or supervisor (in a normal year)	

Employee Responsibilities

- Current evaluation period is **July 1, 2020- June 30, 2021**
- Enter all relevant fields in the ASA app on [InsideCIRES](#)
- Submit ASA to Supervisor by **June 30**
- Meet with Supervisor to discuss rating, revise and complete ASA documents and sign final rating sheet by **August 6**

Supervisor Responsibilities

- Review Submitted ASA
- Consider input from Science Advisor's assessment
- Write Supervisor's assessments
- Review telework agreement if relevant (for non-covid related telework agreements (i.e. those who regularly telework or are planning to start))
- Review Career Track goals and timelines

Supervisor Responsibilities (cont.)

- Meet to with employee to discuss all documents, set employee goals for next performance period, & edit documents if necessary
 - Science Advisors are encouraged to attend this meeting
- Submit assessments through insideCIRES
- Complete and submit rating sheets electronically, no later than **August 6**

Science Advisor Responsibilities

Please note that Science Advisor participation is not mandatory,
but very helpful

- Review/consider Annual Summary
- Write Science Advisor's assessment (all done on insideCIRES)
- Meet with employee and supervisor to discuss ASA documents and make necessary edits
- Submit assessments via insideCIRES (no signature required)

Evaluation Meeting with Employee, Supervisor & Science Advisor

- Job description updates needed
 - Find your PD on your “[My CIRES Info](#)” box
- Performance – evaluation/feedback
- Accomplishments and successes
- Areas for improvement
- Goals for 2021-2022
- Career track review
- Review telework agreement (if applicable)
- Concurrence/edits
- Signing of final rating sheet via DocuSign

Special Considerations during ASA

- Equity issues are NOT addressed in merit process. Please use these instead:
 - Out of cycle increases OR Career track planning
 - *CIRES has met with NOAA divisions and discussed planning around equity. Please talk to the CIRES leads or [CIRES HR](#) with questions.
- Review career track status/plans **every year** and make this part of the objectives and plans section if appropriate. Make a 1-year and a 5-year plan.
- Additional documentation can be submitted with the packet by employee

Additional Documentation Notes

- If you have more to say about your rating or work over the performance period you can include additional documents with your ASA

Also:

- Signing of the ASA does not mean you concur it only means you have completed the process
- Providing additional documentation is allowed by both CIRES and CU Boulder
- What this additional documentation includes will vary

Considerations During Covid-19 remote work

The following two slides are taken from Kelly Leandro's performance management training. Both supervisors and employees can benefit from this training.

2020 Performance Evaluation Guidance: Thought Points for Employees & Supervisors

- Campus evaluation philosophy for this year: **Stress great flexibility,** understanding, compassion; more forgiving outlook.
- The necessary campus response to the pandemic emergency has led to significant changes in how staff and administration are carrying out their various roles. Much of this has led to temporary shifts and changes to how activities are being performed. The impacts to staff have included a rapid response to designing and delivering support and services in alternative formats, working off-site, changes in programs and policies, shifts in leadership activities, and adjusting when and how work is being done to comply with public health directives.
- Staff have demonstrated an extraordinary commitment to the wellbeing and continued success of the campuses, while continuing to advance and adapt their work, leadership, and service. Thus, please keep the following points top of mind when completing this year's staff performance

2020 Performance Evaluation Guidance: Thought Points for Employees & Supervisors

- Focus on how people stepped up and helped out
 - Ability of the employee to pivot and be agile to changing work demands
 - How did the employee contribute to chancellor/campus values – How did the employee demonstrate leadership, delegation, decision making
 - How did the employee demonstrate the department or university core competencies

Reviews are about feedback, learning, growth, and celebrating achievements

- Take a holistic look at employee performance
- Recognize that goals may have shifted substantially in 2020
- It was a challenging year personally as well as professionally
- Keep evaluations simple and don't include unnecessary change
- Consider if the employee was resilient and able to lean into the changes
- Acknowledge that this year there were many unpredicted challenges; set goals for next year with development in mind, and awareness of campus calibration standards
- These evaluation conversations are meant to better prepare employees to develop as a professional and to be able to address the challenges ahead. They are for development and promoting a growth mindset.

Performance Management: Important for both Supervisors and Employees!

- Performance Management is challenging but can be rewarding and informative!

- Access Kelly's full recording [here](#).

or review each topic separately (slides and pdf)

[Presentation Slides \[pdf\]](#)

[Performance Rating Descriptors \[Updated 2/17/2021\]](#)

[Mitigate Bias for Performance Management](#)

Quick Overview of Biases to Avoid

Snapshot of key Performance Management Tips

- Avoid common biases
 - Recency Bias: evaluate the whole period, not only recent events
 - Primacy Bias: evaluate based on performance, not first impressions
 - Horns/Halo Bias: avoid allowing one personality trait or item that a person does especially poorly or well to overly influence the overall evaluation
 - Leniency Bias: be consistent with all employees in strictness/leniency
 - Similar-to-me Bias: be objective and try not to give higher ratings to those who have similar interests/backgrounds or skills.
 - Confirmation Bias: evaluations on objective performance not those that confirm preexisting beliefs

Peer Review: What to Consider

Peer Review involves the supervisor performing outreach to an employees peers or close collaborators for feedback on their performance in a given year or period.

Peer review can be an excellent tool for gathering a whole picture view of performance.

Be sure to disclose to your supervisees that you are soliciting feedback from peers. Ideally, supervisor and supervisee will establish the list of peers/collaborators together.

Supervisors should be transparent about what is being asked of the peers/collaborators. Ideally, the questions will be relatively similar across the peer/collaborator group.

Other Important Details

- No merit increases will happen on 10/01/21
- Possible merit increase on 01/2022 if budget allows
 - CIRES HR will keep employees up-to-date of any news on merit timelines/whether they will happen as soon as its known.
- Any employee hired prior to 7/01/21 should complete a full ASA
- Even if you completed a career track this year, you need a full ASA
It is a planning tool as much as an evaluation tool.

CIRES Supervisors

*Must be CU Employee

*Listed in CU HR as supervisors

- May directly oversee the scientific or technical work of CIRES employees or collaborate with Science Advisors
- Provide a communications channel between employees, CIRES, University, and Labs
- Technical contact between CIRES and employees:
 - Guidance for Arriving and Departing
 - Completion of time cards and documentation of leave
 - Other HR processes as they arise
- Provide advice and oversight in the Career Track promotion process
- Support CareerTrack promotion process through evaluation and recommendation
- Complete and sign annual employee evaluation and rating sheet



Science Advisors

*Generally are Federal Employees

- Play a critical role in establishing and preserving the collaborative atmosphere of the Boulder NOAA laboratories.

- Establish a legitimate institutional channel for NOAA scientists to provide input, direction and feedback on projects implemented by CIRES employees working in the Boulder NOAA labs.

- Work with supervisors to provide direction and support to the efforts of research teams and individual employees.

- Support Career Track promotion process through evaluation and recommendation

- Complete annual Scientific Evaluation



How to Create a DocuSign and Submit

- CIRES IT Demo
 - [DocuSign Step-by-step](#)
- Email completed DocuSign (rating sheet) to:
ciresASA@colorado.edu

More...

- Open Enrollment deadline for benefits is approaching
 - Enrollment is passive this year, but it's always a good idea to review plans and see what is changing to be sure you have the right plan for you.
 - Flex Spending, Dependent care and HSA all need to be renewed yearly
- Additional supervisor resources are available [here](#).
- Always reach out for help if you are struggling we are here to help!

Demo of ASA app

- Stay on if you would like a quick walk through of the app
- Good if you've never done the ASA before

Where to Find the Annual Summary

<https://insidecires.colorado.edu/asa/>



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Questions? We're Here to Help!

- CIRES HR
 - cireshr@colorado.edu
- CIRES IT (login help, password resets, docuSign issues or other IT issue):
 - CIRESIThelp@colorado.edu