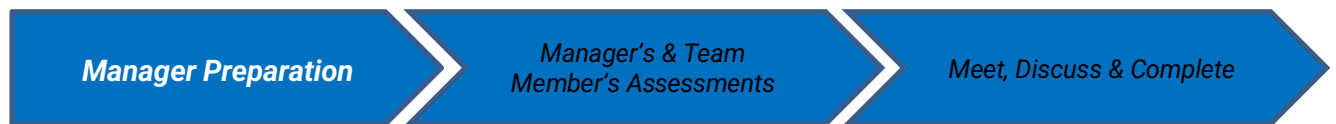


Performance Reviews – Manager Guide

This document has been designed to support ESI leaders by providing clear understanding on adequately preparing for and appropriately conducting the performance review process with Team Members. The performance review process is completed through ESI's Human Resource Information System, UKG Workforce Ready.

The Performance Review in Three Stages



For an overview of the entire process, see Appendix A. Once the review has been initiated, the Manager is notified that the annual performance review has begun. Managers should complete their draft review within 3 days. The entire process should take no more than 2 weeks.

Note: The Team Member is NOT notified to do their self-evaluation until the Manager has. Team Members will be sent their own guide to navigate the process, including tips on how to prepare and instructions on how to complete the self-evaluation and review process.

MANAGER/REVIEWER PREPARATION

It is critical for Performance Review Managers to reflect carefully and objectively on ESI success criteria.

Review Categories

ESI Core Values	7 Habits of Highly Effective People	Client-Facing Competencies
Integrity	Be Proactive	Adaptable
Innovation	Begin With the End in Mind	Influencer
Collaboration	Put First Things First	Effective
Humility	Think Win-Win	Communicator
	Seek First to Understand, Then to Be Understood	Solutions-Oriented
	Synergize	Technically Skilled
	Sharpen the Saw	Quality/Quantity of Work

Read Appendix B to fully understand each of these review category descriptions.

Rating Scale

You will rate the Team Member on each of the above performance categories using the following scale:

- 5 – Role Model,
- 4 – Exceptional,
- 3 – Valued Contributor,
- 2 – Inconsistent,
- 1 – Not Effective

Read Appendix C to fully understand each of these review rating scale definitions.

Supporting information

In addition to fully understanding the meaning and appropriateness of ESI's rating scale, you should also have a clear understanding of the Team Member's performance objectives on the project(s) against which you will be assessing them.

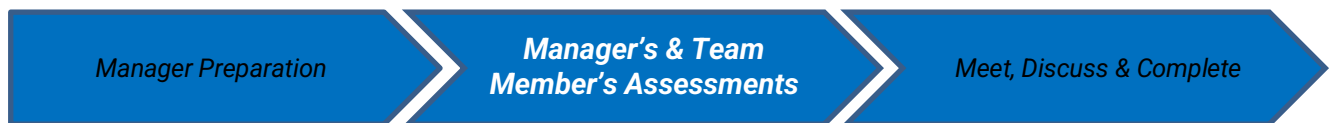
It is important to document and explain any differences between your rating and the Team Member's own self-assessment rating. Recording specific examples, observations and achievements will assist in supporting your view. These are the types of comments you will enter on the review itself. Be concrete in language, using objective measurements and examples.

Some helpful questions to ask yourself as you evaluate your Team Member

- What are some specific examples of the Team Member's achievements?
- What specific feedback do you have about their work from internal or external customers?
- Are they meeting performance objectives?
- If they not meeting performance objectives, what are the contributing factors? To what extent are these factors within their control?
- Do they display exceptional behavior in the workplace?
- How have their skills, knowledge, and capabilities developed?
- What can they do to improve performance and/or behavior in the future?
- How have they positively impacted team culture?
- How have they supported and encouraged their fellow Team Members to be successful?
- What is the impact of their performance on the team?
- What assistance or support have you provided as a leader?
- What support can you provide them moving forward to improve their performance and/or behavior?
- What progress have they made in implementing prior year Performance Review process outcomes (if applicable)?

At the end of the preparation phase, you should be able to clearly articulate:

- What is working well
- Areas of achievement
- Areas for improvement/current gaps
- A full picture of their performance



ENTER YOUR MANAGER RATINGS AND COMMENTS IN UKG

Once you log into Workforce Ready you will find outstanding items in your My To Do list, found in the bell icon or in My Mailbox widget on the home screen in UKG.

Step 1: To complete the review for your Team Member, go to the To Do item that states, “Review Performance Review” and click on the blue **REVIEW** button at the bottom to initiate the review.

Step 2: Once inside the review, you will land on the Instructions tab. You will not see your Team Member’s entries yet. Enter your ratings and comments. General Comments for each of the 3 main rating sections (Core Values, 7 Habits, and Client-Facing Competencies) are *required* and must meet a minimum entry of at least 100 characters. In addition to these 3 comment sections, Managers should provide an overall summary comment/conclusion of performance in the General Comment box at the bottom of the review.

Note: The Team Member will not see your submitted comments or ratings yet, however, they will see comments and ratings after the Sr. VP check step. Provide comments that are constructive.

Click the blue **SAVE** button. If you are preparing/completing the review and need to step away, you can return to the review and edit or change your entries prior to submitting the review.

Note: Saving does not submit the review.

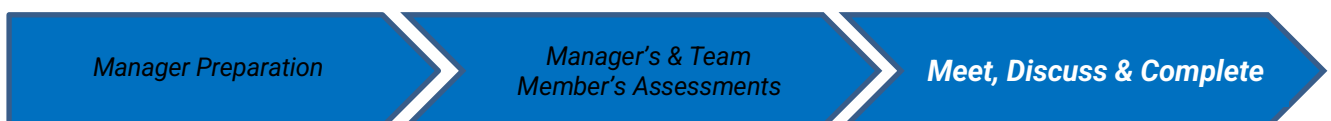
Step 3: When you are satisfied with your initial assessment, click **SUBMIT**. This will initiate the process for the Team Member to do their own self-evaluation.

Note: You will be able to see their ratings and comments after they Submit

Note: You will be able to revise your ratings and comments after your Review meeting.

REVIEW TEAM MEMBER’S SELF-ASSESSMENT IN UKG

Team Members are responsible for completing their own self-assessment in UKG Workforce Ready. Upon completion and submission, an email notification will be sent to the Manager informing them that self-assessment is finished. Team Members have 5 days to complete the self-assessment.



CONDUCT REVIEW MEETING

The purpose of the meeting will be to discuss the Team Member’s self-ratings and compare against your assessment of their performance. This is an opportunity to have a robust and thorough discussion with the Team Member and provide them with a holistic view as to how

they've been performing. Use this as an opportunity to celebrate their success, discuss opportunity areas for improvement, provide them with clarity on expectations for the year ahead, and begin to discuss concrete goals for the Team Member to pursue over the next year. Managers should conduct the meeting with the Team Member within 5 days of the Team Member's self-assessment submission.

Invite your Team Member to Meet

Keys to a good meeting:

- Send each Team Member a personal invitation to meet. Remember, even in the email, you have an opportunity to express the value of the Team Member.
- Remind the Team Member of their responsibility to complete their own review first before you come together to discuss.
- Consider a private setting to conduct individual reviews where conversations are private and confidential and are not likely to be interrupted.
- Don't rush the meeting. Allow enough time to have a thorough and valuable conversation (allow 1 hour). Enjoy meeting with your Team Member and be sure they know you appreciate their contributions to the success of the team and ESI.
- During the meeting, discuss goals together for the next year.

COMPLETE THE MANAGER REVIEW IN UKG

Step 1: Using the online Performance Review, conduct the meeting.

Step 2: Work through each section of the Performance Review online and discuss with the Team Member your ratings towards the relevant category. Discuss any differences between your ratings and ensure you provide the Team Member with any supporting documentation to help them understand your assessment (i.e., observations, performance reports).

Step 3: After the meeting, you will return to the Performance Review one last time. Adjust any ratings or comments based on the discussion with the Team Member.

Step 4: Once you have conducted the review and entered ratings and comments into all sections, you MUST click **SUBMIT** in the top right-hand corner of the screen. This is the last opportunity to enter information as the Review Manager.

Step 5: Once the review is submitted, if there is a secondary Manager, they will have the opportunity to see your entries. Then, 2 days later, the review is sent to the Sr. VP to approve or reject.

Note: During this interim period, the Team Member still cannot view the Manager's input.

In the rare instance that the review is "rejected", you will be given a notification of why. Please review this information and correct or modify the review as necessary, then **SUBMIT** again. Once the review is approved, it will then be visible by all parties, and will go to the Team Member to sign.

Step 6: The Team Member is asked to sign the review. In UKG, the "signature" is applied by the employee clicking the Sign button and providing their UKG password. Once signed, you will receive a notification that the employee has done so. HR will then finalize the review and notify you that your participation in the review has been completed. If for some reason the employee does not sign the review, you will be contacted by HR for any follow-up actions needed.

Note: If the employee is being recommended for a raise or promotion, please submit an HR Action request, as these actions are not tied to the Performance Review process.

Step 7: Managers and Team Members can set up Goals in UKG (also referred to as Performance Development). You will both be able to monitor progress of specific goals in the year ahead. Additionally, Team Members are asked to update their resume in UKG. Please encourage them to do this in light of their growth over the past year!

Congratulations on a successful year!