

## **HRIC Bridge Takeover Winter Edition**

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 upcoming performance evaluation process and throughout the year.

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## **Celebrating Your Contributions at DU**

Dear DU Community,

Happy Employee Appreciation Day (coming up on March 1),

I want to take a moment to thank you for all your efforts in making DU an extraordinary place for our students to learn and grow. Each one of you, and the work you do on a daily basis, helps us to achieve our goals and sets an example for our students as they enter the real world beyond their formal education. You make all the difference in our efforts to ensure a bold and sustainable future for our institution, and we couldn't do this without you.

Thank you for playing such important roles at DU. We are grateful for your great contributions, and look forward to pursuing our goals together.

With deep appreciation for your efforts,

Jeff Banks  
Vice Chancellor for Human Resources

**Employee Appreciation Day Coffee Hours  
sponsored by C+V and HRIC**

Friday March 1, 2024 from 9-11 a.m. - at Beans Coffee

## **Performance Evaluations Launch April 1, 2024**

As Performance Review season approaches, it's a chance for us to come together and recognize the remarkable efforts that drive our success day in, day out. Beyond mere evaluations, these reviews are a platform for each of us to shine a spotlight on our accomplishments and personal growth throughout the year.

Whether you've tackled significant projects, surpassed targets, or demonstrated outstanding work quality, dependability, communication, initiative, and inclusiveness, now is the moment to spotlight your achievements. We encourage you to take advantage of this opportunity to encapsulate the brilliance of your daily contributions.

Let's embrace this time with vigor and optimism, showcasing the fervor and commitment that defines DU and propels us toward greatness.

Stay tuned for further information on the performance review process, including timelines and resources designed to support you at every stage.

### **A Note for Faculty**

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 17. 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, 2023-March 31, 2024. 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 17.

March 1, 2024: Faculty annual review reports open for all faculty.

April 17, 2024: Earliest date that faculty submissions can be due to chair/dean.

## **Staff Performance Management Important Dates to Know**

You will receive an email on April 1 inviting you to fill out your self-review in Talent@DU. You and your manager will then have until May 6 to complete these three steps which carry their own respective due dates:

- Review period launch: April 1
- Employee self-review due: April 15
- Manager's review and meeting to discuss due: April 29
- Final acknowledgement of review due: May 6

## **Upcoming Trainings and Events**

**March 14, 22**

**Staff Performance Management–Goal Setting**

Are you prepared for the launch of Performance Reviews on April 1? To help you with goal setting and planning, this interactive session will address frequent questions about setting effective goals in preparation for the upcoming performance review period and beyond.

Date: March 14

Time: 11 a.m.

Location: Zoom

Date: March 22

Time: 1 p.m.

Location: Zoom

**April 1, 10**

**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 April 1 - May 6 performance review period.

Date: April 1  
Time: 1 p.m.  
Location: Zoom

Date: April 10  
Time: 9 a.m.  
Location: Zoom

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

Please register via the Training Calendar in [Talent@DU](mailto:Talent@DU).

## **April 9**

### **HRIC Townhall**

Come join HRIC in an open forum for discussions.

10 – 11:30 a.m., Anderson Academic Commons, Room 290

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 goals you set for yourself for the 2023-24 Performance Cycle? To view your goals, log in to MyDU and search for/click on Talent@DU. Once in the system, click "View" on the Your Goals tab. **If you don't have goals in the system, submit them by March 31 to ensure you are prepared for the launch of the review on April 1.** If you are not sure if you completed the 2023-2024 Performance Planning task, please login to [Talent@DU](#) and see the "Action Items" section. If the task is there, further action is needed to complete the planning process. Supervisors, you will also see your direct reports in that area if they've done their part and Manager review is needed. Please reach out to [performancemanagement@du.edu](mailto:performancemanagement@du.edu) with questions

Now is an opportune moment to reassess and affirm your objectives. Are you progressing towards your goals but find that you may need more time? Fear not, as goal setting is adaptable, and the deadline for each goal isn't bound to March 31 of this year. If a goal extends beyond this performance year, it will seamlessly roll over into next year's objectives, allowing you to continue your pursuit. You're welcome to adjust the goals you wish to evaluate in the next cycle to ensure the deadlines are feasible. Remember, the purpose of performance evaluation is to gauge progress towards achievement, not solely to signal completion.

For instance, suppose you set a goal last year to document, scrutinize, and enhance a process within your department by the end of this March. However, you've realized it's more realistically a two-year endeavor. You can maintain it as a goal but revise the deadline to March 2025, granting yourself ample time to accomplish it. During the upcoming performance evaluation period, you'll assess your progress towards completing that goal. Then, in April 2025, you and your supervisor will again review the goal's progress and/or fulfillment.

## The Review



Consider the multifaceted nature of staff performance evaluation, delineated into three distinct sections, each carrying varying weights contributing to the comprehensive score. Delve into the following points as a guide to initiate your contemplation on the forthcoming performance review, whether for yourself or your team member.

1. Job Goals and Objectives

- Weight: 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

- Weight: 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

- Weight: 0%.
- 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 your “Action Items” in Talent@DU for your modifications.

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

## The Rating

In the previous section, we discussed the process of evaluating both yourself and your team members based on designated goals and competencies, utilizing a scale ranging from 1 to 5. These individual ratings will then be aggregated to derive a final assessment.

It's advisable to review the detailed descriptions corresponding to each rating, which can be accessed here → [HRIC: Performance Reviews](#).

When assigning ratings, a score of 3 indicates proficiency or meeting the expected standards for a given goal or competency. However, scoring a 2 shouldn't be regarded negatively; rather, it signifies an area where significant personal effort and growth are evident.

Now, let's talk about the higher ratings: 4s and 5s. These ratings are reserved for instances where performance exceeds role expectations. For example, if you've demonstrated exceptional dedication and significantly advanced a crucial project, you might earn a score of 4. A score of 5 would be warranted if you consistently exceeded expectations, making a notable impact not only within your department but possibly across the entire institution.

On the other end of the scale, a rating of 1 would warrant serious consideration and further discussion with your manager, and possibly with HR partners. This rating signals areas needing improvement and invites collaborative efforts to address them. It's also worth noting that new employees may receive a score of 1 simply due to insufficient tenure to assess their performance accurately, rather than reflecting negatively on their work.

As you proceed, it's crucial to recognize the distinct focus of each review section: goals and competencies. Each section should be evaluated with specific criteria in mind, tailored to the nature of the objectives and skills being assessed.

# Goals

You might assume that goals boil down to a simple pass or fail scenario, right? Either you achieve the goal or you fall short. However, it's not quite that clear cut. Evaluating a goal involves considering various factors, especially when the goal is still a work in progress.

If you're making significant headway on a goal or have achieved it satisfactorily, you deserve a solid 3. Conversely, if the goal isn't progressing as smoothly as anticipated, it might warrant a 2 – at least for now.

Yet, when you've not just met but exceeded expectations, it's time to acknowledge your exceptional performance. Let's say your goal was to devise a new process for your team. If you not only devised the process but also successfully implemented it, resolved initial issues, and navigated unforeseen obstacles, you've undoubtedly earned a 4 rating for that goal.

# Competencies

As you review yourself and your team members, focus on the five key competencies: work quality, initiative, communication, dependability, and inclusiveness. Definitions and examples for each competency can be found [here](#). It's important to recognize that everyone possesses strengths and weaknesses, so expect a mix of scores that highlight both areas of excellence and areas for growth.

Consider your performance over the entire year rather than just the weeks leading up to reviews. Reflect on the ups and downs of the year. When rating yourself, provide specific examples to justify your assessment. This specificity aids both you and your supervisor in arriving at a fair evaluation for each competency.

Should you require guidance on rating yourself or your team, don't hesitate to reach out to your HR partner. Consistent and equitable scoring ensures fairness across the organization.

# 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 both you and your manager have completed your reviews, before your manager officially submits, it's time to prepare for your performance discussion with your supervisor. While the prospect of this meeting may seem daunting, it's important to remember that your supervisor is there to support your growth and success in your role.

This meeting serves as an opportunity for collaborative reflection on the past year and anticipation of the year ahead. It's a chance for you and your manager to operate as a cohesive team, identifying areas of achievement and areas for improvement. Additionally, it provides a valuable platform for discussing any resources or support you may require to enhance your performance.

Emphasizing the teamwork dynamic, this session also presents an ideal moment to articulate your professional development aspirations. Sharing your goals allows your

supervisor to understand your ambitions and explore ways to assist you in reaching them effectively. The meeting also serves as a forum for discussing your ratings and areas where you agree or disagree on the assessment of your performance.

## **Nurturing Talent at DU**

We are thrilled to highlight a significant development within Human Resources and Inclusive Community (HRIC) that has proven to elevate our approach to talent management and employee development.

As part of our ongoing commitment to enhancing the employee experience and fostering professional growth, our Talent Acquisition group and our People Development group have joined forces to create a unified entity: Talent Acquisition & Development.

This strategic merger marks a pivotal moment for HRIC as we've streamlined our efforts to better serve the needs of our diverse and dynamic community. By combining these two essential functions, we are uniquely positioned to provide comprehensive support and guidance to individuals at every stage of their journey with the University of Denver.

This integration underscores our commitment to nurturing talent, fostering a culture of excellence, and driving organizational success. We believe that by combining our resources and expertise, we can create even greater opportunities for collaboration, innovation, and professional advancement across DU.

## **Do You Know How to Locate your W-2?**

2023 W-2's are now available online for all DU employees who have provided consent to receive their W-2 forms electronically! To access your electronic W-2, go to my.du.edu > **My Resources** (left-hand menu) > **My Employee Profile** > **Taxes** > **W-2 Wage and Tax StatementC**

### **Paycheck Direct Deposit Set Up**

Payroll Direct Deposit is a convenient way to save time, paper, and reduce the risk of fraud. We encourage employees to enroll in paycheck direct deposit through my.du.edu. Here's how:

- Go to my.du.edu
- Search for "Paycheck Direct Deposit"
- Enter your banking information on the next screen and Save

## **Cigna Healthy Workforce Designation**

Look at you, DU Community! The University recently received Cigna's Healthy Workforce Designation, an award signaling a healthy work culture focused on the vitality and well-being of our community. Great work, DU!

## **LinkedIn**

Professional and Career Development Courses for You Anywhere!

The DU Community is increasingly looking to LinkedIn Learning for topic specific, career development, or curriculum development to supplement the expertise delivered for learning and development throughout the campus. LinkedIn Learning is available at no cost to all students, faculty, and staff. You can access it here: [for those that have a LinkedIn account this system ties directly to your personal LinkedIn account for updating your professional development. What we know is when people engage with this learning, they return to it for further development opportunities.](#)

There are more than 16k courses available for our community from LinkedIn in addition to the internal learning being developed throughout the campus for divisions, and colleges:

- Learners engaged in more than 9,000 hours engaged in LinkedIn Learning.
- Top content includes career management, leadership and teamwork.
- Emotional Intelligence and Interpersonal Communication Development
- Excel Training and Data Science

To access LinkedIn Learning go to [Talent@DU](#). We are excited for the upcoming HR Town Hall to share more detail and value-add for this resource.

## **AA Available to All DU Employees**

On-campus Alcoholics Anonymous meetings are held Mondays at noon in the Mary Reed building, basement room B2. Meetings are open to all members of the DU community.

## **Story Mosaic Series: Healthy Masculinities**



## **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:

### **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!

### **Streaming Services**

Save when you bundle Hulu, Disney+ and ESPN+. With movies, TV shows, and exclusive live sports, there's something for everyone. Stream anytime, anywhere across your favorite devices, at home or on the go.

### **Cruises**

Dream of warmer climates and make it a reality with deals on Royal Caribbean Cruises, now more than half-off through Beneplace.

### [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.

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## ***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**.

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