



Policies and Procedures

3.50 / Performance Evaluation

I. Purpose

Members of management are charged with providing clear behavior and performance expectations in order to assist employees to perform to the best of their abilities. Effective performance management includes regular evaluation and feedback, developmental opportunities for employees, recognize behavior and performance that exceeds expectations, and supports employees who need to improve behavior and/or performance. The University performance management system objectives are to:

- Ensure employees have a clear understanding of the expected behaviors and performance levels;
- Facilitate effective communication between employees and managers;
- Ensure employees have input into their performance planning and evaluation;
- Ensure employees receive feedback about how they are performing;
- Provide employees with an understanding of how their individual work contributes to the University's Strategic Plan.

II. Overview

A. Employee performance evaluations are completed electronically in myPerformance. Human Resources is responsible for administering myPerformance, for notifying managers of the need to complete a probationary or annual performance evaluation, and to monitor and advise management of completion status. Management includes an employee's immediate supervisor and managers in the appropriate chain of command.

The process is designed to evaluate an employee on six University core competencies that correlate directly to the University's Strategic Plan. The core competencies evaluated are: teamwork, inclusiveness, initiative, adaptability, customer focus, and position knowledge. Managers have one additional competency: leadership. Budget Officers/Budget Review Officers have two additional competencies: leadership and financial management. Each competency is defined by a set of desired behaviors.

B. All employees are offered training on myPerformance and Employee Performance Management as a professional development and performance improvement tool.

C. Evaluations are stored electronically in the myPerformance system. Hard copies may also be placed in the official employee file.

III. Procedure

The annual evaluation cycle begins on March 1 and ends on the last day of February. The annual evaluation completion date is the last day of February to allow for budget projections. Probationary evaluations for new USS employees follow the same cycle starting on the employee's date of hire and ending 12 months after the date of hire.

The steps and timeframes of the evaluation process are as follows:

A. Employee and Manager Planning and Mid-Review Documentation

Annual: March 1-January 15 / Probationary: 11 months

The manager inputs expectations for the review period including competencies and goals and meets with the employee to communicate expectations. The manager and employee will have ongoing dialog throughout the review period and the manager may add comments and notes to competencies and goals throughout the review cycle.

B. Employee Self-Evaluation

Annual: January 16-January 31 / Probationary: 2 weeks

The employee completes a self-evaluation. This allows the employee to provide comments and notes on job performance and accomplishments. This step is optional. If the self-evaluation is not completed it will automatically route to the manager for the next step.

C. Manager Evaluation

Annual: February 1-February 28 / Probationary: 2 weeks

The manager rates all competencies and provides summary comments for each competency and goal. The manager meets with the employee to discuss all sections of the evaluation.

D. Employee Signature

Annual: March 1-March 7 / Probationary: 1 week

The employee reviews the evaluation, adds comments, and electronically signs acknowledging receipt of the evaluation. The employee's signature does not imply agreement with the content of the performance evaluation. It only indicates the employee's awareness of the information contained in the evaluation.

E. Manager Signature

Annual: March 8-March 14 / Probationary: 1 week

The manager reviews the employee comments, may add comments, and electronically signs indicating approval of completion. The completed evaluation is automatically forwarded to Human Resources.

IV. Employee Groups

A. Provisional, Contingent and Regular Appointment – Unclassified Professionals with Provisional, Contingent or Regular appointments will have annual evaluations completed in myPerformance due on the last day of February.

B. Probationary Appointment - Employees appointed to classes listed in a negotiated agreement with the American Federation of Teachers (AFT) are subject to a probationary period up to twelve months. The list of employee classes in the appropriate units represented by the agreement is in the respective Memorandum of Agreement, Article 1. Employees with a probationary appointment will have evaluations completed in myPerformance.

C. Trainee Positions - Employees in trainee positions cannot achieve permanent status until the position has been reclassified into the regular classification. Therefore, there is no probationary period for trainee positions. An employee will remain in "trainee" status a minimum of six months and a maximum of two years. In order to be reclassified to the regular classification, the employee must meet the requirements designated for the regular classification within the six-month to two-year trainee time frame.

V. Performance Ratings

Ratings will be considered as a factor in:

- salary increases and decreases;
- determining layoffs;
- identification of employees who should be promoted, transferred, or who should be demoted or dismissed as a result of behavior or performance.

A. The competency section will account for 100% of the rating of the evaluation. Employee goals are optional and have no weight in the overall evaluation rating. Goals should be developed to manage or support work and correlate to at least one competency. Employee performance should be rated as exceptional, exceed expectations, meets expectations, needs improvement or does not meet Minimum Requirements for each competency. The descriptions below serve as a guide to managers for determining ratings. The descriptions are not inclusive of all situations that may impact performance ratings. Rating options:

B.

Exceptional

- Demonstrates this competency at levels exceeding expectations for the position and is recognized as outstanding within the department, division, and/or university
- Is a clear role model and/or mentor in helping others develop this competency
- Sets targeted metrics high and far exceeds them (e.g. quality, budget, quantity, deadlines) using this competency
- Almost always exceeds expectations in how results are achieved using this competency

Exceeds Expectations

- Demonstrates this competency at levels exceeding expectations for the position
- May be viewed as a role model and/or mentor in helping others develop this competency
- Exceeds targeted metrics (e.g. quality, budget, quantity, deadlines) using this competency
- Frequently exceeds expectations in how results are achieved using this competency

Meets Expectations

- Demonstrates this competency at a level appropriate for the position
- Is reliably and consistently successful in using this competency
- Consistently achieves targeted metrics (e.g. quality, budget, quantity, deadlines) using this competency
- Meets and sometimes exceeds expectations in how results are achieved using this competency

Needs Improvement

- Needs to strengthen this competency to achieve results at a level appropriate for the position
- Needs further coaching and/or training to use this competency consistently at a level appropriate for this position
- Misses some targeted metrics (e.g. quality, budget, quantity, deadlines) using this competency
- Needs to strengthen this competency to achieve results using this competency

Employees assigned this rating should be given a performance improvement plan and training if appropriate. Employees that do not improve could be dismissed. If employee receives this rating as the overall review rating, Manager should contact Human Resources before meeting with the employee.

Does Not Meet Minimum Expectations

- Regularly fails to use this competency to achieve results at a level appropriate for the position
- Does not follow through with coaching and/or training to use this competency at a level appropriate for this position
- Routinely misses targeted metrics (e.g. quality, budget, quantity, deadlines) using this competency
- Regularly fails to use this competency to achieve results

Employees assigned this rating should be given a performance improvement plan. Employees that do not improve may be dismissed. If employee receives this rating as the overall review rating, Manager should contact Human Resources before meeting with the employee.

VI. Appeal of Performance Rating

Employees are urged to discuss concerns about ratings or comments with the immediate supervisor in an effort to resolve the issue. If the matter cannot be resolved with the immediate supervisor, the concerns should be discussed with managers in the chain of command. Whenever possible, it is the goal of the University to promptly and mutually resolve all employee concerns within the department. An employee may consult with Human Resources to obtain guidance in dispute resolution. Performance ratings may not be grieved.

Effective Date:

November 2, 2016

