



## EMPLOYEE PERFORMANCE EVALUATION AND DEVELOPMENT PLAN

### INSTRUCTIONS FOR EMPLOYEES

**INTRODUCTION:** The **Employee Performance Evaluation and Development Plan** has been implemented to ensure realistic and regular review of performance, and to encourage formulation of plans for employee development. Your individual growth and development are important and desirable, for they benefit the university as well as you. Two-way communication is an integral part of the process, therefore, your participation is needed and valued.

The **Employee Performance Evaluation and Development Plan** form provides the basis for a uniform appraisal system by standardizing and categorizing appropriate performance factors with a conciseness that reduces subjective evaluation, but it specifically allows each individual's role to be clarified. This standardization is not meant to deter personal initiative or creativity. When employees understand what is expected of them, they can use individual capabilities and talents in meeting job responsibilities.

The **Employee Performance Evaluation and Development Plan** is an ongoing part of the management process. It involves the continual monitoring by both you and your supervisor of your performance results against your key accountabilities.

The objectives of this program are:

- To achieve a performance appraisal system rooted in employee involvement and commitment;
- To assure planning and review of performance and goal achievement (where appropriate);
- To foster a planning process for development needs of employees; and
- To provide a data base that could be used for promotion, reassignment, termination and compensation decisions in the future.

In addition to supervisory appraisal of performance, this program includes performance planning to delineate an employee's responsibilities and goals for the coming year, and employee development to implement a strategy to reinforce weak performance areas and develop new areas to benefit the employee, department, division, and university.

The performance appraisal form contains 2 sections:

- **Part 1 - Performance Evaluation** – Rating of the employee's performance against the requirements of the present position, based on characteristics common to most professional/administrative positions or nonexempt positions. These characteristics reflect the main abilities needed to successfully fulfill the requirements of most exempt or nonexempt positions. Note, however, that some positions may not involve the full range of these skills nor provide a sufficient basis for appraisal of each of the characteristics.
- **Part 2 – Employee Development Plan for Upcoming Year** - Setting and recording of mutually agreed upon new goals for the next review period (Optional for Nonexempt employees with Performance Factor ratings of 2 and above); supervisor's recognition of employee's accomplishments, successful projects, overall contributions, etc. during this review period; recommendations for employee development or skills (Nonexempt employees); and comments by employees.

**SELF-ASSESSMENT** Approximately 1-2 weeks before your performance review session, your supervisor will give you the form to complete with a firm due date to return the completed self-assessment to him/her. The assessment of your performance is an important and sensitive area. It requires that you realistically examine your own abilities and performance and be prepared to discuss them with your supervisor. Your self-assessment and your supervisor's assessment of your performance will provide the basis of discussion and future planning. Be sure to complete the **Goals for Upcoming Year** section so that you can have a meaningful discussion with your supervisor and participate in determining expectations for the next appraisal period. Your supervisor will also have goals in mind for you based on the needs of the department, university, and for your personal development. While the goals you suggest are important to your supervisor, the department may have pressing needs that mandate setting different and/or additional goals for the upcoming year. An open discussion with your supervisor will help you understand the reasons for the goals that are set and how they fit into the overall plan for the department. Also, discuss any ideas you may have for your individual development needs with your supervisor.

The form and the ratings themselves are meaningful in terms of the problems they identify that you and/or your supervisor feel might interfere with your future performance. Both of you should direct your attention toward how to remove obstacles and to arrange for the help you might need so that you can use your full talents and perform to the best of your ability over the next appraisal period.

The emphasis during the session should be on performance planning and improvement. This is the opportunity for you and your supervisor to work together to analyze problems critical to improved performance, and for thinking constructively about your strengths and development needs for this position and/or a future position.

The Employee Performance Evaluation and Development Plan form that your supervisor completed will be reviewed by your supervisor's supervisor prior to your meeting with your supervisor. This allows for additional input and institutes some checks and balances over the process. At the conclusion of your session with your supervisor, your supervisor's completed form is to be signed by you and him/her. You will be given a copy, the supervisor will retain a copy for his/her files, and the original will be forwarded to the Human Resources Department. If you do not agree with the appraisal of your performance, in whole or in part, your objections should be written in the Comments Section at the bottom of the form before you sign the form. Your supervisor will give you time to do this, or to submit an additional sheet, if necessary.

If, during your discussion with your supervisor, the supervisor decides to change any performance ratings, a final version of the form will be prepared and submitted to your supervisor's supervisor for review and signature. Then you and your supervisor will meet again to review the final form and sign it. You will again be given the opportunity to add comments. Your supervisor will give you a copy of the signed form and the original will be forwarded to Human Resources.

Your signature on the form acknowledges that you have read the evaluation. It does not necessarily indicate agreement with the assessment.

**DEFINITIONS OF RATING CATEGORIES:** *The following definitions should serve as guidelines for assigning evaluation ratings for Performance Factors in Part 1 as well as the Overall Rating.*

***Outstanding (4):*** Employee is exceptional in all areas of responsibility. Performance significantly exceeds standards and expectations and can be considered a model for the department. Performance at this level is rare and would generally be recognized by peers, immediate supervisor, management, and others. This individual suggests and initiates improvements/changes and through his/her own performance has materially enhanced

effectiveness of the department or work area. Performance is generally not equaled by others. For employee evaluations to retain credibility, supervisors should use this rating sparingly.

**Very Good (3):** Employee exceeds most position requirements. Performance at this level consistently exceeds standards and expectations and would generally be recognized by peers and immediate supervisor. Performance is characterized by notable skill, initiative and superior job knowledge. This individual's performance exceeds most other employees in the same or similar position.

**Good (2):** Employee consistently meets performance standards. The individual performing at this level is considered a fully competent, stable and skilled performer by co-workers and immediate supervisor. Employee may occasionally exceed job performance standards and expectations. This level of performance is what would generally be expected from most competent, experienced employees.

**Fair (1)** Employee meets some performance standards but is deficient in others. Performance does not consistently meet acceptable levels in all areas. Overall performance only meets the minimum standards and expectations. The need for further development and/or improvement is clearly recognized and expected. Performance at this level may cause the department and/or co-workers some problems or inconveniences, or tends to diminish the department's effectiveness and/or productivity. Performance at this level is characterized as "just getting by". Employees with an overall performance rating of Fair will be put on notice that the next 1 year performance appraisal must show an overall improvement to Good. No improvement will be grounds for disciplinary action that may lead to termination. Coaching and/or additional training by the supervisor are required.

**Unsatisfactory (0):** Employee's performance is consistently unacceptable. It is inadequate and below minimum acceptable standards and expectations. There is considerable room for improvement. Performance is causing problems/inconveniences/hardships for the department and/or co-workers and is having a negative impact on departmental effectiveness and/or productivity. This level of performance cannot be condoned or allowed to continue. A continued overall performance rating of Unsatisfactory at the time of the next Interim Performance Review will be grounds for disciplinary action that may lead to termination.

**Not Applicable (N/A):** Employee does not have an opportunity to use this skill.

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