

Presidential Directive 4-2002-2, Staff Performance Evaluation and Planning

1. **General Information.** This directive establishes guidelines for conducting performance evaluations for staff employees. Performance reviews are designed to determine how well employees achieve their established goals, perform job duties, and interact with customers, coworkers, and team members. Supervisors and managers are responsible for establishing departmental goals that contribute to the University's mission. They are also responsible for working with each employee in the department to establish individual employee goals and/or duties that contribute to both the department's and the University's mission.
2. **Purpose.** The purpose of employee performance evaluation is to help staff employees focus their work activities so the employee, department, and University can achieve their goals. All regular staff employees should receive a performance evaluation at least once a year in accordance with the time lines identified in this Information Circular. In accordance with UW Regulations, supervisors shall be evaluated by their administrative superiors, in part, on their attentiveness to completion of evaluations for employees under their supervision. The Performance Review program is designed so that employees:
 - are aware of what is expected of them;
 - receive timely feedback about their performance;
 - receive opportunities for education, training, career development, and promotional opportunities;
 - receive recognition in a fair manner.

The performance review may be used as the basis for personnel decisions, including such things as career development, salary increases, and disciplinary action, if appropriate.

3. **Time Requirements.** Completed Staff Performance Evaluation and Planning documents must be received in the Human Resources Department by March 15th of each year. The evaluation period will be the prior calendar year.

Employees who have a mid-year change of supervision due to a transfer, promotion or change in supervisors should be evaluated by the new supervisor if the change is effective prior to October 1st. The previous supervisor should conduct the evaluation if the transfer or promotion is effective between October 1st and December 31st.

4. **Supervisor Responsibilities.** It is expected that all supervisors will be accountable for the responsibilities listed below and the timeliness and quality of the performance reviews conducted for each of their employees. All staff employees should receive a performance evaluation annually. The cognizant Vice President should be notified of any exception to the staff evaluation process. Supervisors should:
 - complete training on performance review and recognition;
 - establish departmental goals and objectives;

- seek input from employees and working with employees to develop individual employee goals and identifying duties and relevant job competencies;
- provide employees with clear expectations, consistent measures, and achievable standards of performance;
- support and provide resources for employees to meet performance standards;
- engage in ongoing performance review that includes feedback on established goals/duties as well as an annual written performance review;
- identify performance deficiencies and provide assistance and support for correction;
- assist employees in identifying and participating in career development and training programs; and
- recognize outstanding performance; and
- conduct an evaluation for each assigned employee.

5. Employee Responsibilities

All employees are responsible for:

- providing input to their supervisor in the development of individual goals that contribute to departmental goals and the University's mission;
- meeting expectations and achieving performance standards;
- discussing concerns and/or questions about any part of their job description or performance review with their supervisor; and
- identifying and participating in career development and training opportunities.

6. Probationary Employees. Probationary employees should be evaluated on the Probationary Staff Performance Evaluation and Planning Record. It is highly recommended that each probationary employee receive one or more evaluations during their probation period. The probation period may be extended for six months at the direction of the cognizant Vice President. Any extension of the probation period should be communicated during a performance evaluation meeting and documented on the Probationary Staff Performance Evaluation and Planning Record. After successful completion of the probationary period, the employee will join the normal annual cycle of evaluation.

7. Training. Training is critical to a quality performance review program. Individuals responsible for reviewing employee performance will complete training on how to implement the performance review and recognition program.

New supervisors are expected to attend a training session on conducting effective performance evaluations within one year of their appointment as a supervisor. This requirement may be satisfied by either completing the Supervisor Development Series or by attending a designated training session.

8. Definitions. Following are commonly used terms and their associated definitions:

PDQ (Position Description Questionnaire) Form: The Human Resources form which describes a position's essential functions, responsibilities, skills, knowledge, abilities, and the minimum requirements for qualification and is used to assist in the classification process.

Essential Functions: In essence these are the tasks, duties and responsibilities for which the position exists. The removal of any of these duties would change the character of the position.

Weighting Factor: The weighting factor is a percentage. It represents the importance (weight) placed on each of the essential functions and citizenship category. The total of all weighting factors must equal 100%. On the form, weighting factors are represented as a decimal equivalent. For example; 24% = .24. After determining the weighting factor for citizenship, the remainder (100% minus citizenship weighting factor) will be divided among the essential functions. Note, the weighting factor for an essential function will differ from its annual percentage of time, unless the importance (weighting factor) of performing the essential functions is equal to its percentage of time. For example; there may be an essential function, which has a low percentage of time devoted to it. However, the essential function may have a very high importance, and thus be assigned a high weighting factor. The sum of all the weighting factors will be equal to 1.00.

Points: Points are awarded based upon the employee's performance on each essential function. A score of 0 to 4 points are awarded to each essential function based on the following chart:

Exceptional: (4 pts.)	If performance is well above expectations, then special note should be made. For employee evaluations to retain credibility, supervisors should use this rating sparingly.
Above Expectations: (3 pts.)	Performance at this level is consistently above average as compared to the stated performance standards.
Meets Expectations: (2 pts.)	Performance is at or slightly above the standard. This level is what one would expect from most competent, experienced employees.
Below Expectations: (1 pts.)	Performance is somewhat below the minimum acceptable standard for this job duty. However, there is potential to improve the rating within a reasonable time frame.
Unacceptable: (0 pts.)	Performance on this duty is well below standard, and there is serious question as to whether the person can improve to meet minimum requirements in a reasonable time frame.

Overall Evaluation: This overall evaluation combines the individual weighted assessments for each job duty into one overall score. This score will be between 0 and 4, which indicates the overall performance level. See the above chart for

descriptions of performance levels. A minimum overall rating of “2” is required to eligible for a merit pay adjustment.

Citizenship: May include initiative, responsibility, personal responsibility, professionalism, presence at work, cooperation, attitude, customer interaction, workplace behavior, civility, etc., as defined by the unit. No more than a 20% weighting factor is recommended for Citizenship in most cases.

Initiative: The ability and willingness to begin and follow through with a plan or task.

Responsibility: Performing one’s job in a reliable and dependable manner, and the willingness to be accountable for one’s actions.

Professionalism: Behaving in an appropriate manner in relation to the essential functions of the position.

Job Duty: Tasks, duties, or responsibilities for which the employee is directly accountable. Job duties on the evaluation should come from the employee’s PDQ.

Standards. Level of performance for each job duty as established by the supervisor. Standards must be measurable.

Exceptional (4 pts.): Performance is well above expectations, special note should be made. For employee evaluations to retain credibility, supervisors should use this rating sparingly.

Above Expectations (3 pts.): Performance at this level is consistently above average as compared to the stated performance standards.

Meets Expectations (2 pts.): Performance is at or slightly above the standard. This level is what one would expect from most competent, experienced employees. At least a “Meets Expectations” rating is required to be eligible for a merit salary increase.

Below Expectations (1 pts.): Performance is somewhat below the minimum acceptable standard for this job duty. However, there is potential to improve the rating within a reasonable time frame.

Unacceptable (0 pt.): Performance on this duty is well below standard, and there is serious question as to whether the person can improve to meet minimum requirements in a reasonable time frame. A work improvement plan is required.

9. Employee Disagreement with Written Review: If a post-probationary employee disagrees with his/her written performance review, the employee may:

- attach a written response to the performance review
- request reconsideration by the next level supervisor/appointing authority

The final decision is made by the appointing authority taking into consideration any attached responses, reconsiderations, and/or guidance from the Director of Human Resources.

All pay increases or bonuses allocated using performance evaluation ratings are discretionary and employees shall have no expectation of any pay increase or bonus. Although status staff may appeal an evaluation as provided in this section, there is no

appeal process to contest a pay increase or bonus associated with a performance evaluation rating.

10. Responsibility. The responsibility for administration of this directive rests with the Director of Human Resources. Questions relating to the administration of this directive should be referred to the Human Resources Department.

Approved

President (date)