

# UW Staff Performance Evaluation Survey

## November 2014

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### Introduction

This report provides an overview of a survey conducted by Staff Senate to evaluate the experience of UW staff members with regard to performance evaluations and job classification practices.

Feedback received from this survey will be used to inform conversations between Staff Senate and members of the University Administration regarding evaluations and job classification practices.

### Background

Through conversations with constituents and anonymous questions that have been submitted online, Staff Senate has become aware of numerous problems that staff members experience with the current performance evaluation and job classification system.

### Methodology

An online survey was deployed via UW email to all classified staff members that have passed the probationary period. In all, the survey was deployed to a total of 1,215 individuals. A reminder email was sent out approximately 2 weeks after the initial deployment. A total of 362 respondents completed the survey.

### Discussion of Findings

The survey revealed a number of pressing issues concerning performance evaluations and Position Description Questionnaires (PDQs).

#### Objectivity

Out of 309 respondents, only 72 agree or strongly agree that performance evaluations are performed in an objective and uniform manner. Similarly, out of 343 respondents, only 50 agree or strongly agree that evaluations are administered using the same set of guidelines regardless of which department, division, or college the staff member is employed in. Many written comments indicate a deep dissatisfaction with this perceived lack of objectivity and uniformity.

#### 360 Degree Evaluations

When asked if they would be in favor of a 360 degree evaluation system, 194 out of 359 respondents reported being in favor or strongly in favor. Additionally, some respondents noted in written comments that they work with students, faculty, and community members in their jobs and feel that including feedback from these groups in their evaluations would allow for a more accurate assessment. Other respondents noted that it would be very beneficial for staff members to be able to evaluate their supervisors and peers as well.

## Position Description Questionnaires

When asked how accurately their Position Description Questionnaire (PDQ) reflects the work they perform, 77 out of 346 respondents selected “somewhat inaccurately” or “very inaccurately.” In the written comments some respondents noted that some PDQ audits that have been initiated by the staff member have been declined either because the supervisor did not deem the audit necessary or because funding was not available to upgrade the position based on the potential outcome of an audit.

## Recommendations

Based on survey findings, Staff Senate has the following recommendations.

### Supervisor Training

Although Presidential Directive 4-2010-2 states that all University employees working in a supervisory role attend training on conducting performance evaluations within one year of their appointment as a supervisor, UW does not currently have any required supervisory training in place. Some optional training opportunities exist, but these programs are neither comprehensive nor mandatory. Human Resources should work to establish supervisor training that covers not only the technical aspects of utilizing the performance evaluation platform, but also best practices for providing effective employee feedback. HR and Administrative personnel should meet with department and division heads to clearly communicate UW policies on how performance evaluations are to be administered in order to eliminate the reported wide discrepancies across campus.

### Use of Rubrics

A rubric-based system that provides concrete and specific guidelines for assigning numerical scores and appropriate weighting of specific elements should be implemented to ensure that performance evaluations are administered in a uniform and objective manner.

### 360 Degree Evaluations

Staff Senate would like to partner with Human Resources and other administrative personnel to investigate the possibility of establishing a 360 degree evaluation system at UW. This could include investigating: 1) similar systems at other educational institutions; 2) possible configurations of multi-rater systems, and 3) unique challenges for University of Wyoming in implementing a 360 degree system.

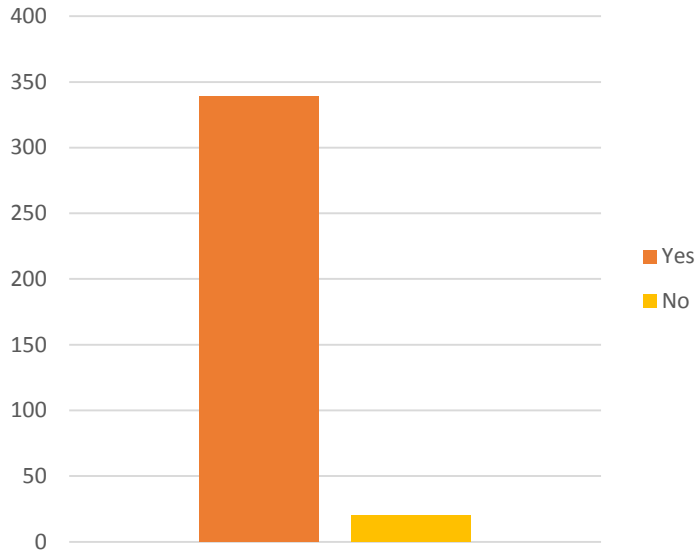
## Position Description Questionnaires

Staff Senate would like to see Human Resources take on a more active role in ensuring that each staff member has an accurate and up-to-date PDQ. Direct communication with staff employees on how to access both their PDQ's and the Classification Index would be helpful, along with clear explanations of how the PDQ audit process works. Transparency in the process that HR uses to make classification decisions would help clear up a great deal of confusion among staff concerning the classification and evaluation processes. Staff Senate also recommends that some provision be made for employees who request a PDQ audit but are denied such by their supervisors.

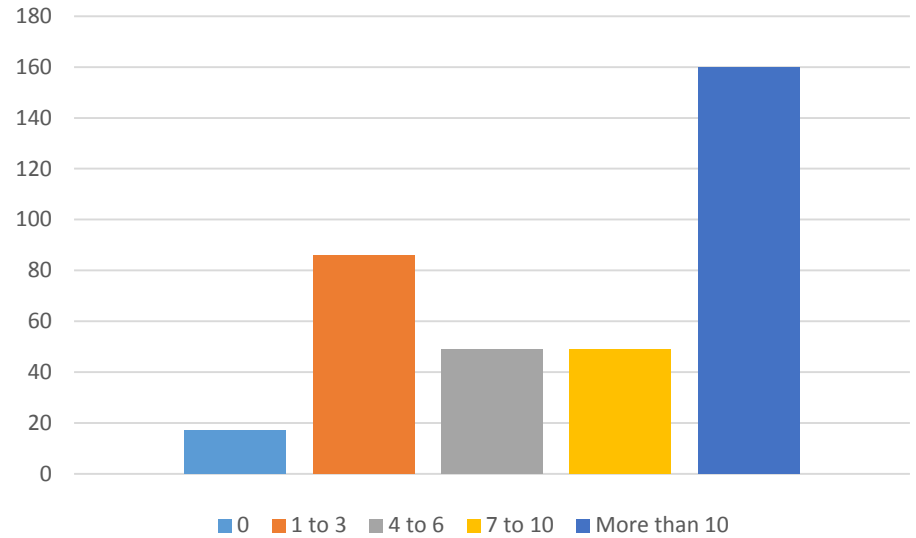
## Conclusion

Staff Senate looks forward to working with administrative personnel on the issues highlighted by this survey.

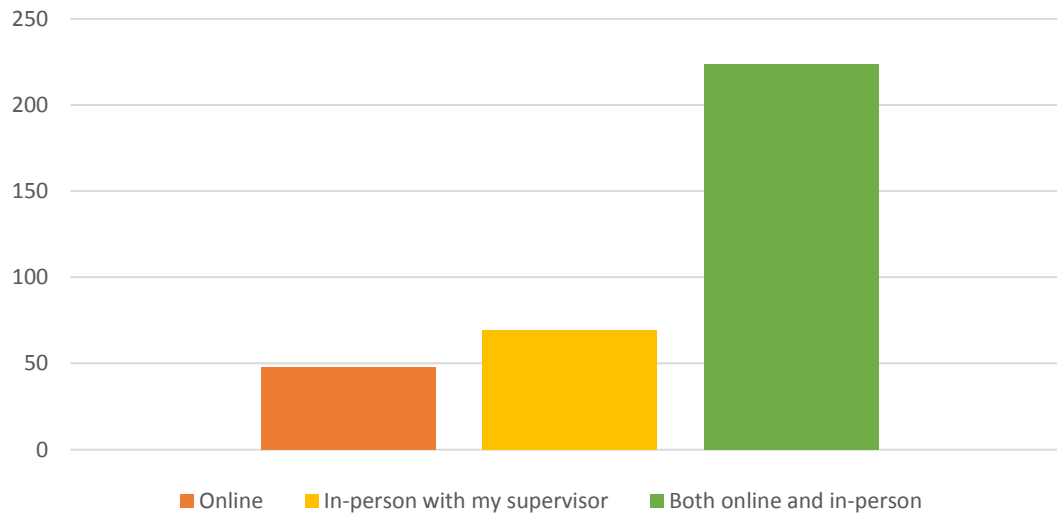
As a part of your employment at UW have you received a performance evaluation in the past 12 months?

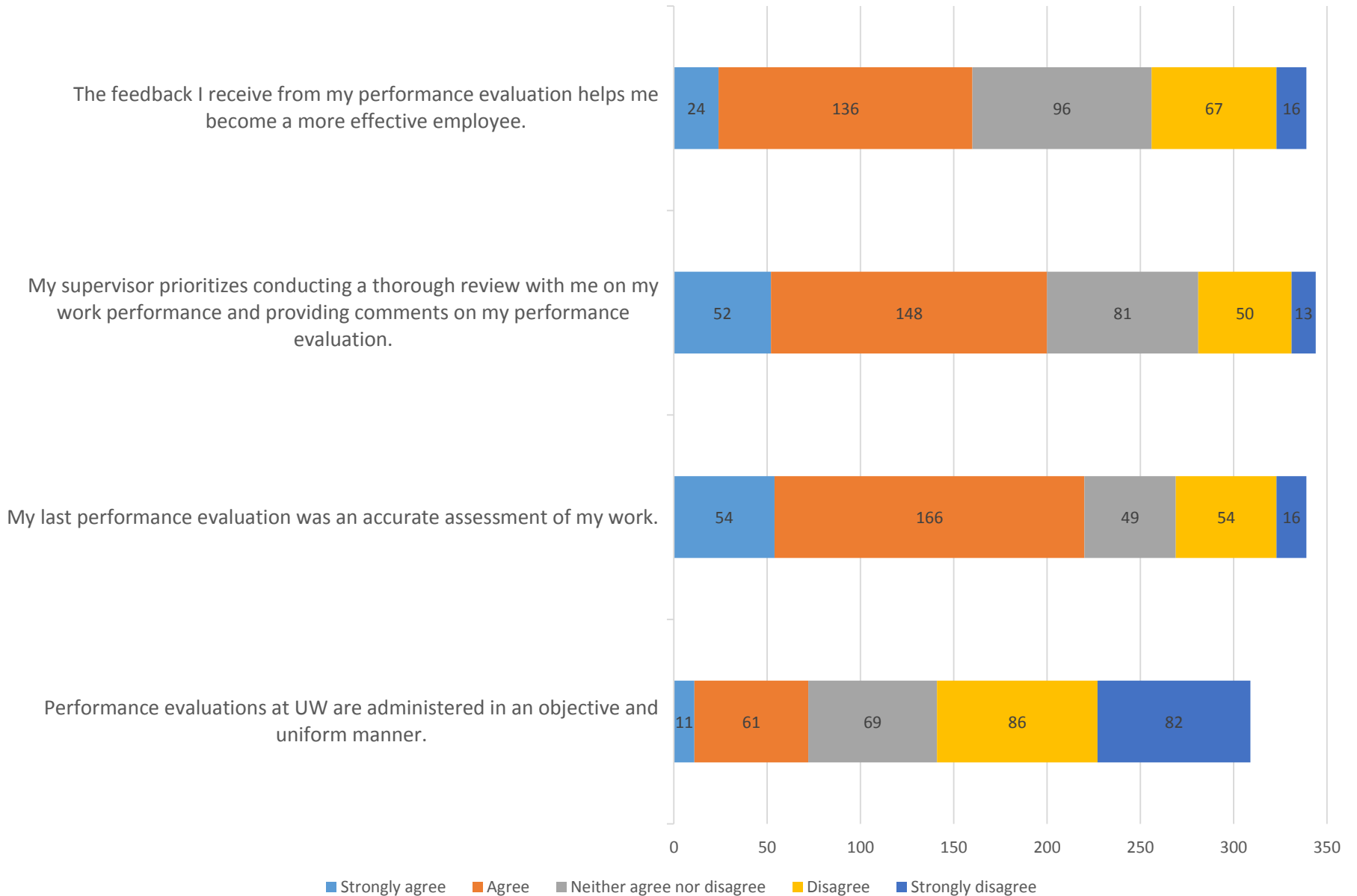


During the course of your employment at UW how many annual performance evaluations have you received?

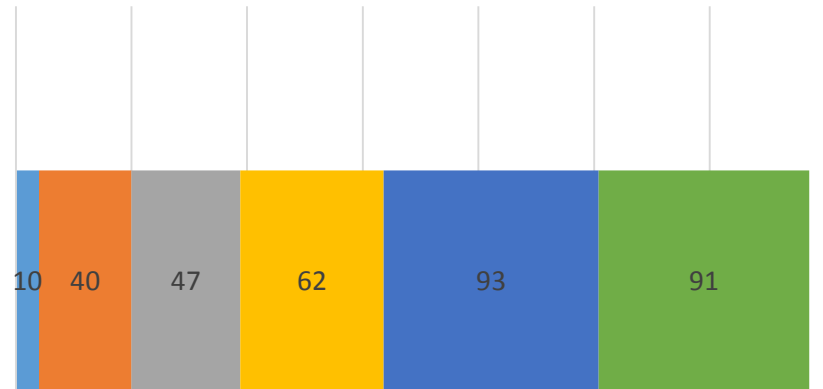


How did you review your last evaluation?

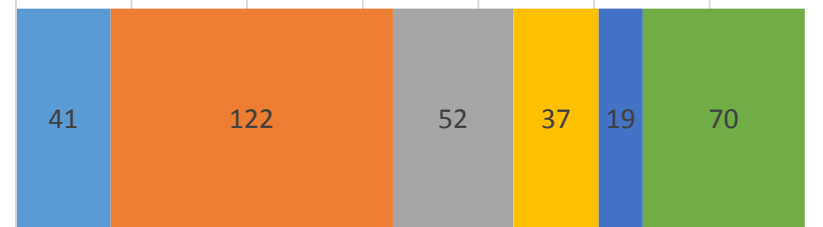




Performance evaluations are administered using the same set of guidelines regardless of which department, division, or college you work in.



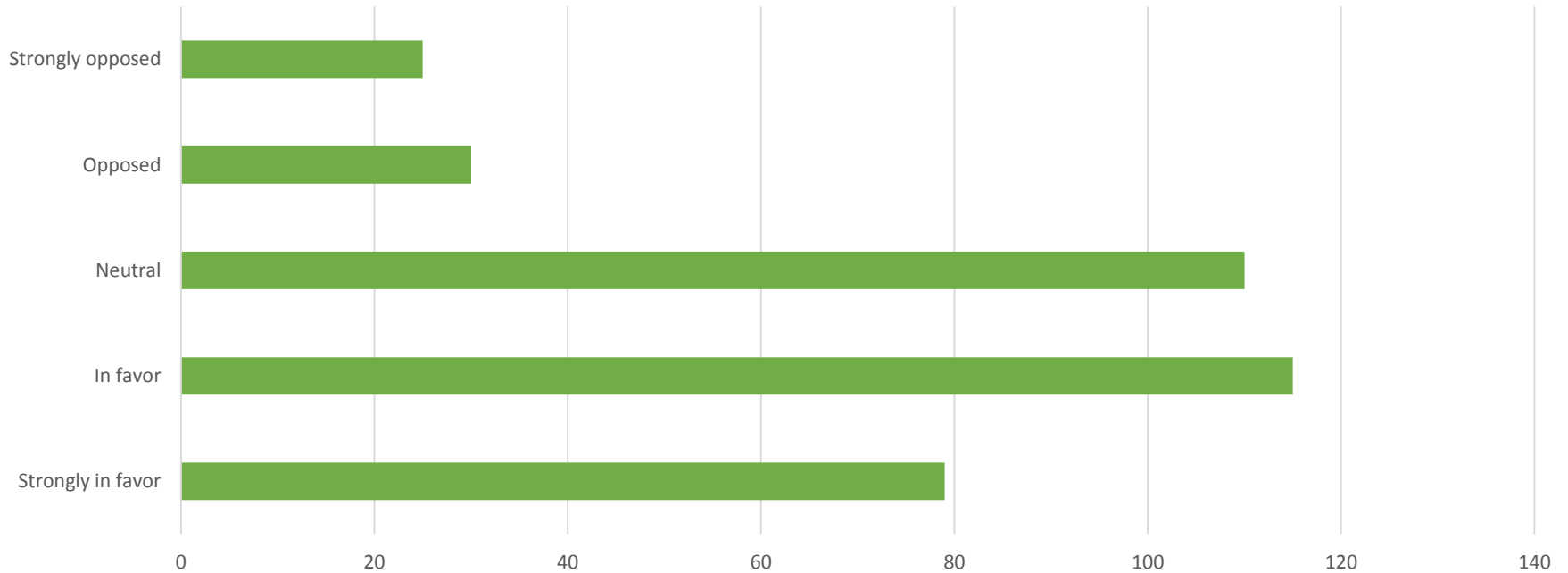
My supervisor has received adequate training on completing performance evaluations, including how the points and weight factors are assigned and the system in which the evaluations are completed.



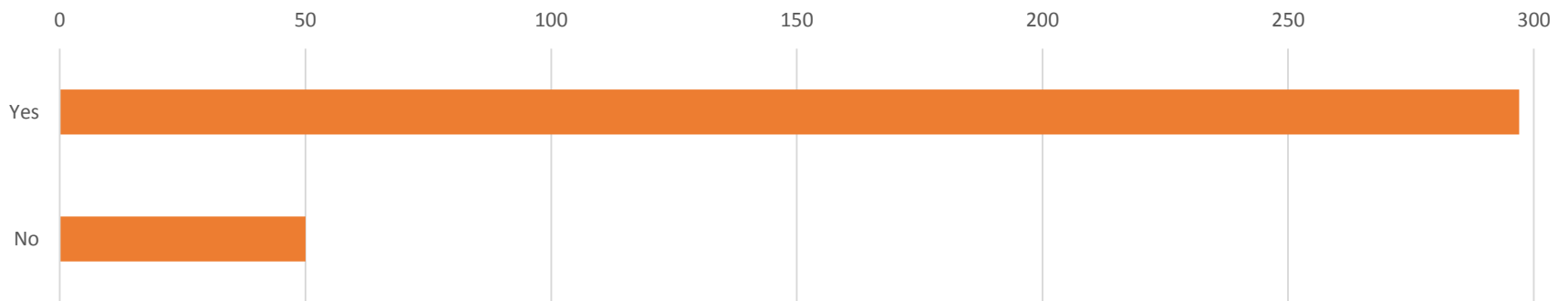
0 50 100 150 200 250 300 350

■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree ■ Don't know

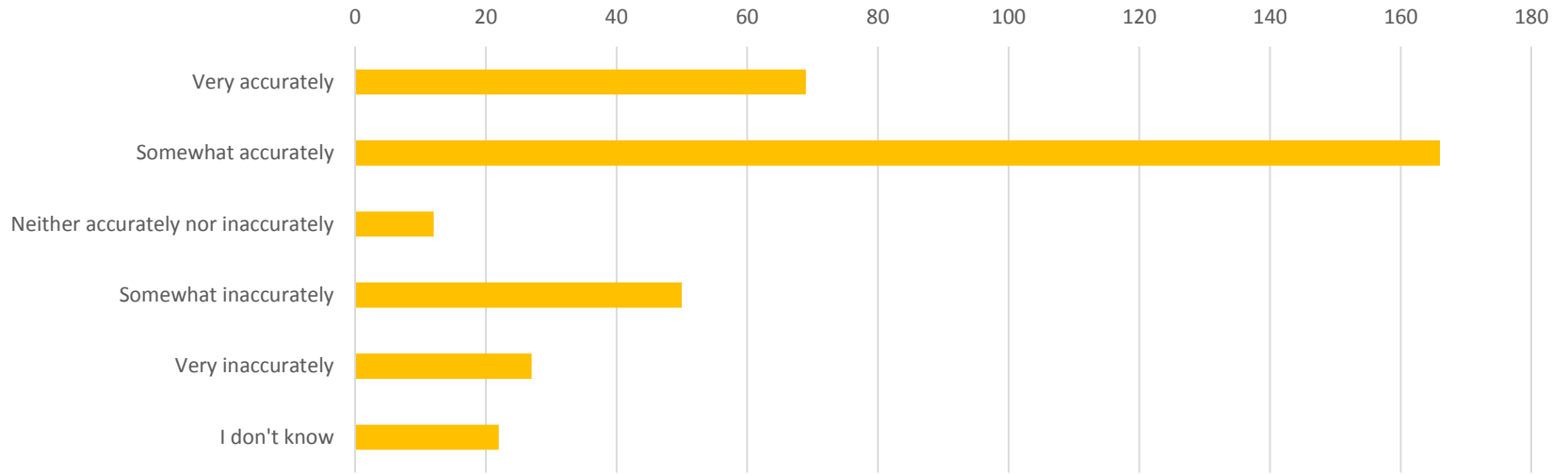
A 360° evaluation system is one that incorporates feedback from the employee's supervisor, subordinates, and peers, as well as a self-assessment. This means that your supervisor's feedback would be a part of your evaluation, and your feedback would be a part of their evaluation. Would you be in favor of implementing a 360° evaluation system at UW?



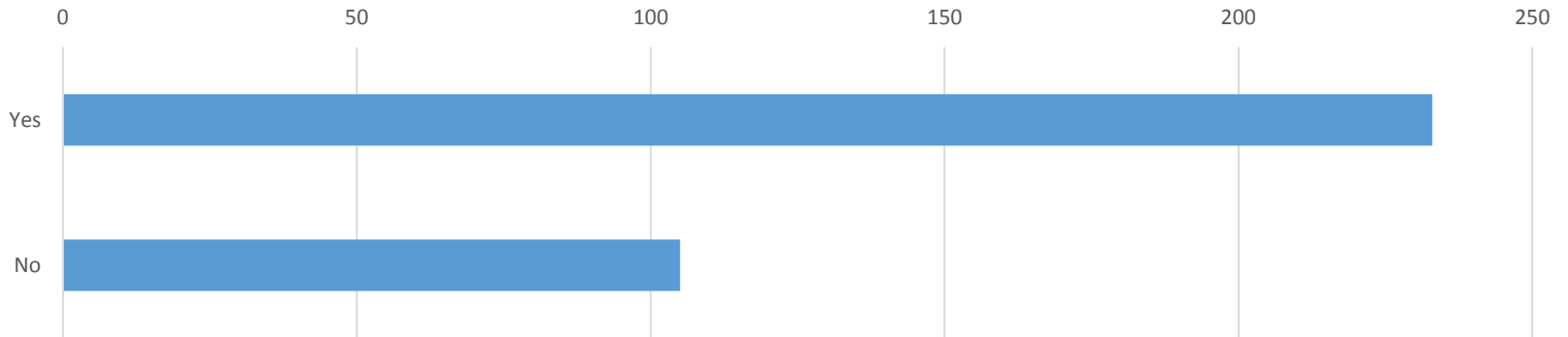
Do you know how to access your PDQ (Position Description Questionnaire)?



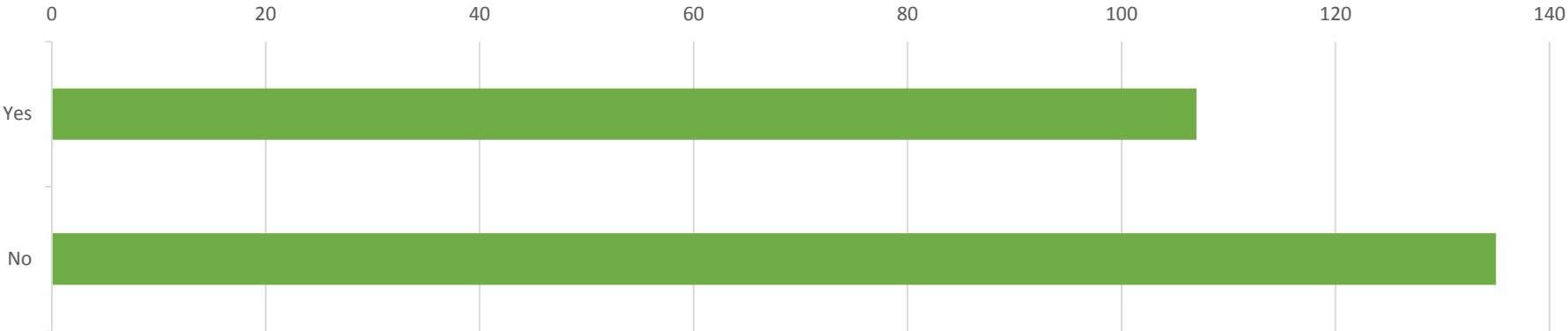
### Does your PDQ accurately reflect the work that you do?



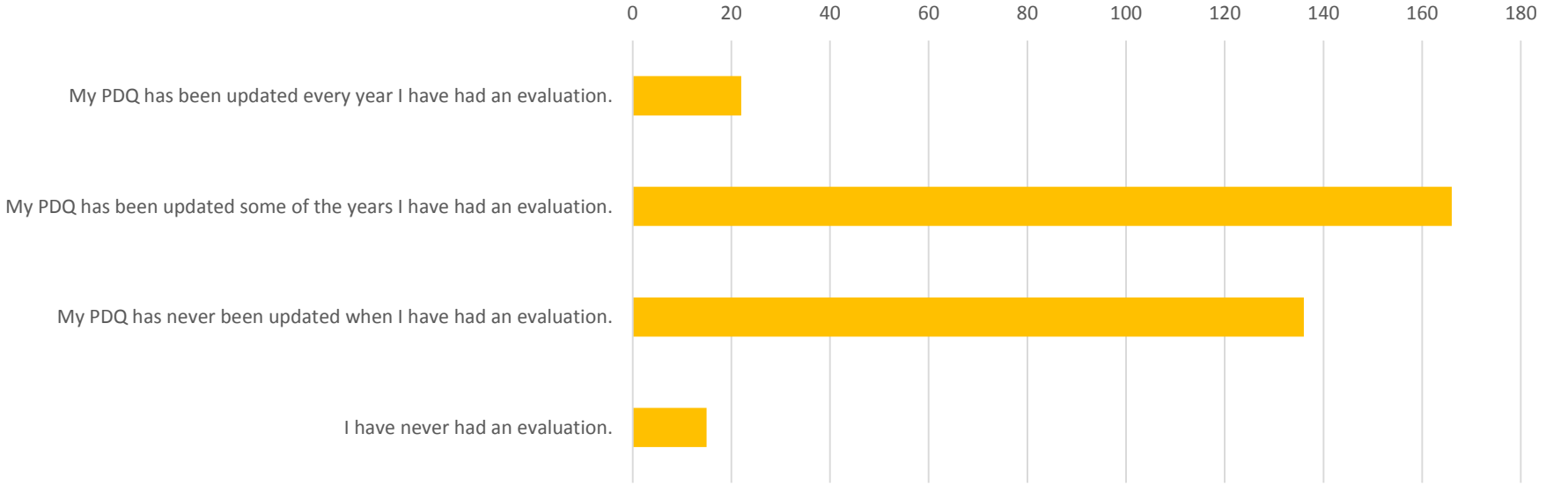
### Before taking this survey, were you aware there is a process by which an employee can request a review and update of their PDQ (known as a PDQ audit)?



### Have you ever requested a PDQ audit for your position?

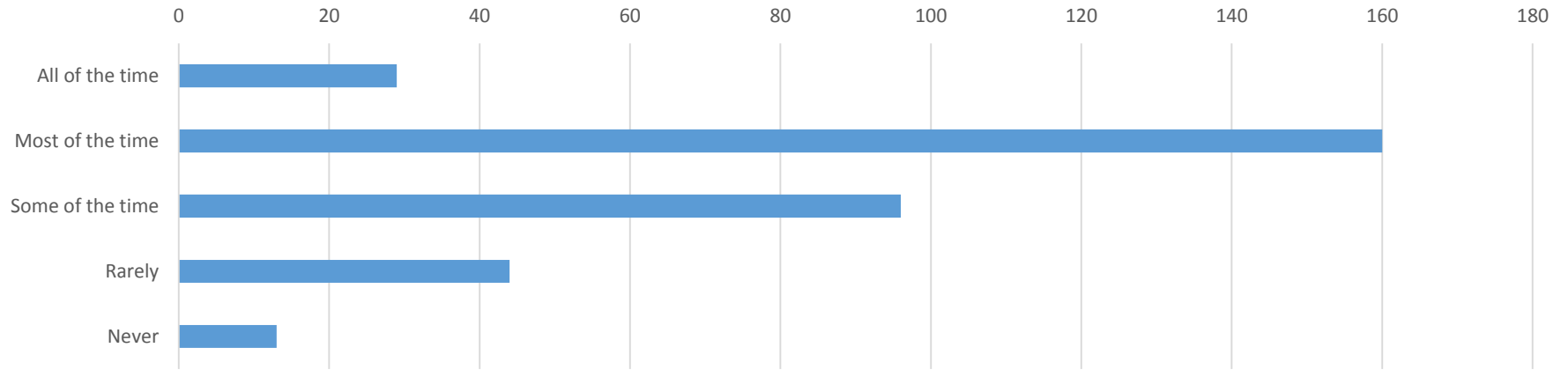


Is your PDQ reviewed and updated each year in conjunction with your evaluation? You can review the requirement for this by reading the Employee Handbook at [http://www.uwyo.edu/hr/\\_files/docs/human-resources/employee-handbook.pdf](http://www.uwyo.edu/hr/_files/docs/human-resources/employee-handbook.pdf).





# Do you find it is possible to accomplish the bulk of your daily/weekly tasks in your PDQ in a 40 hour work week?



## Is there anything about performance evaluations that you would like Staff Senate to know?

I feel like my performance evaluations have generally been fair and accurate, but I know in some departments there are rules prohibiting anything above a 3, and that is discouraging to both the workers and their supervisors.

Supervisors should not utilize legitimate and properly asserted constructive criticism or suggestions discussed as part of the evaluation process as basis for formal reprimand and subsequent retaliation against employee.

I think that the university evaluation has been broken. Each department does what it wants with them. it was once told to me who read them other then the supervisor who write them and the employee has to sign them. This is the good old boy system to get your friend a raise. Just look and see who get the big raises.

It would be nice if there was some kind of informal evaluation process for staff who have longer probation periods. I will be here almost three years before I get my first evaluation. I don't think I can get a raise if I don't have an evaluation.

The quality of evaluation depends a lot on the supervisor's commitment to the process. In addition, the evaluation system is inherently flawed, as one is never supposed to be scored as perfect in any category even when there is no room for improvement.

Performance evaluations at UW are irrelevant as there is no basis for merit awards or recognition of any kind. Those of us who attempt to use performance evaluations as they are intended wind up vilified by our employees for not giving them exceptional ratings every year.

YES- Where is the priority from this institution on paying a fair wage and rewarding performance not just lip service in an appraisal process? The way increases are managed is a JOKE. They should seriously think about retaining quality people that are motivated and strive to improve the quality of the university not just status quo.

They are very subjective and some supervisors go by the system and others do not. Not sure you can change that.

My position is very much customer service oriented with the customers being faculty, staff, and graduate students. I feel that it would be very beneficial to have my customers evaluate me.

It is VERY STRONGLY needed that employees have an opportunity to evaluate their supervisors in addition to receiving their own evaluation. This should go all the way to the top including directors and AVP's, and the results should be taken seriously. There should also be measures taken to ensure there will be no reprisals or backlash for employees -- they should feel safe and have the opportunity to offer their honest insights and evaluations. Supervisor 360's should be REQUIRED yearly of every supervisor, director and AVP. Right now there are no checks or balances in place to evaluate supervisors, and as such, there are many problems that are not addressed or are swept under the rug or ignored. Turn-over is high and this is part of the problem.

It would be great if raises were given as often as evaluations :)

It is essential that supervisor are trained in all aspects of performance evaluations. It should be a year-round process, with mini-reviews at least on a quarterly basis. A 360 structure would also provide the feedback necessary to assure supervisors are getting proper training in the evaluation process and in proper management procedures.

I think we should be able to have input on our supervisors.

supervisors need to be evaluated and not discourage employee comments where the employee sees that they fit

Do they really accomplish anything?

So long as pay is not brought up to where it should be after a five year freeze, requiring performance evaluations is a demeaning and demoralizing exercise in pointlessness.

They need to be better tied to pay. It is not enough for there to be a minimum to receive a pay increase. If one employee receives a higher raise than the other (when they are all supposed to be based on merit), it should be justified in the performance evaluation in some fashion.

My supervisor asks me to self evaluate including points received. I think we are always harder on ourselves so as not to look too conceited but I am also aware that I do a very good job in my daily tasks. Too bad there is not a system for my supervisor to do her job in evaluating me before I evaluate myself.

I have felt that my feedback/responses to previous performance evaluations were not taken into consideration

They are very subjective and unfair in my opinion. The employee that is the teacher's pet gets a better evaluation regardless of how sloppy their work is compared to the employee that is not the teacher's pet.

When I asked my supervisor if there was anything that I could do to improve my work performance, I was told "no." Yet, my score fell in the low/mid-threes. Because the supervisors "standards are very high," I am simply "meeting expectations." If you can't do your job better, shouldn't the overall score be closer to the top of the scale? I am fully aware that these criteria are not used throughout my department, either. I do not think my supervisor understands how to use the evaluation scale.

I don't think they work and are too subjective. There are too many supervisors who either over rate a mediocre employee or a poor performing employee either because they don't know how they are performing or don't want the conflict.

This is a terrible system and no matter what system they use it is all subjective and inaccurate. A system can use 50 little nuances called weighting or whatever and it just creates more confusion even less accurate evaluations.

I have supervisor that said Human Resources Training told them they are never able to use the highest rating. So even if you jumped over the moon you only meet expectations in every area.

If I forget to clean a coffee cup in the break room that everyone uses which is so far from my job it is obscene and isn't even part of my PDQ, I get below expectations. I was ill and I got below expectations. I then don't receive a merit raise even though I every aspect of my job and the people I supervise are done exceeding well and I have been told that. But if I not every little thing is done you are below expectations, it's unfortunate the university lets this go on.

**NO SALARY INCREASE SHOULD BE TIED TO THESE...ESPECIALLY IN THESE LEAN TIMES FOR UNDERPAID STAFF WHOSE DEPARTMENTS BUDGETS HAVE BEEN SLASHED AND HAVE HAD THEIR WORKLOADS INCREASED DRAMATICALLY.**

Faculty is threatened to NOT give out good performance evaluations. It will make their own jobs/evals difficult if they do. Administration does not want to see good P.E.'s they want to hold everyone down.

They are worthless in a system that scores from 0 to 5 and managers are told all workers will be scored from 3.0 to 3.5. No one gets above a 3.5 and no one is below a 3.0. We're all just average here !!!

I do not think they are administered equally across campus, but that is from second-hand knowledge and because merit-based raises are dependent upon the scores, I think they are finagled a bit, department by department. I think it is more subjective to an area and employees therein, as seen by the administrator of said employees.

This evaluation process is still too subjective and does not really evaluate the work that is being done.

In my department it is impossible to get a "5" rating for anything, no matter how far above and beyond you go. Supervisor has stated that he refuses to give 5s to anyone for any reason. Why should we strive for excellence if we are not allowed to achieve it?

Even within the same division, performance evaluations are not handled equitably. What may rate a 4 in one department in a division, may only equate to a 3 for someone else based on the interpretation of the manager. Also, the performance evaluation does not take into account the amount of work that is asked of employees to make up for empty positions.

HR puts an undue burden on supervisors that want to give their employees 5s or 1s. They should not make it more work for supervisors to give their employees these ratings. Supervisors will not give these ratings because it is more work for them to justify the high/low ratings than to just stick to 4s and 2s.

I wish there was a review process available that didn't rely so much on one person's (your supervisor) view of your performance.

Performance Evaluations take a horrendous amount of my supervisors time and for what? So superior employees can get a few more dollars raise than an ineffective employee.

The only reason that I am opposed to a 360 degree evaluation is because that would require a whole lot more of my time.

The system may be uniform across campus but how it is actually implemented is not. Sometimes the supervisor does them, sometimes they just sign off on what the employee writes. I am not confident that many supervisors have a good understanding of what most staff people do in their jobs day-in and day-out. There is also a question as to who the actual supervisor is in some departments/areas.

Bias, not equal.

Evaluations are inconsistent even between divisions in a department.

I think that the current system, where scores greater than 3 are rarely given is counter productive and does not encourage us, as employees, to strive to improve when that is not represented in the score.

They are really useless until there is a salary increase. Then, if it so happens that you had an off year, you are penalized for the rating. If your supervisor is conservative in their assessment rating, then not part of the process for doling out salary increases you are ultimately hurt for it. I have heard supervisors say that they give high scores so that their employees will be at the top of the ranking for salary increases. Although I would say those employees are meeting standards, not all of them are above others in the same area but see higher increases because of these inflated ratings.

I feel they are a waste of time since the outcome is tied to nothing. Raises may be called based on merit but in my experience they are often determined based on who you know and how well liked you are by the people determining the amount of the raise.

It seems like there are some inconsistencies across departments with how evaluations are scored. My supervisor is very conservative when giving high scores, whereas others I've hear give fours and fives generously.

I haven't been working here long enough to have a performance evaluation.

There isn't consistency from department to department on how scores are applied. For some 3 is the standard, for others 3 means you are doing really well at your job. Which means gaining a 4 in certain departments is a huge challenge, whereas in others, it is just par for the course for doing your job as you are supposed to.

In addition there is pressure from upper level supervisors in certain departments to regarding mid level supervisors ability to rate their employees higher. For example person A has three employees called 1, 2, and 3. If person A's supervisor, named B, feels that A rated employees 1, 2 and 3 too high, there is pressure to change the evaluations to reflect lower scores.

I think each Department should have the opportunity to evaluate our Directors and Supervisors in a constructive way, that could benefit the work place.

The standards for what a 3, 4, and 5 mean widely varies between departments and colleges. It is extremely unfair.

I am an exempt employee so therefore there is really no expectation that my work is always going to be complete in a 40 hour week. I also work with students directly which don't always run on an 8-5 M-F 40 hour week schedule.

Some supervisors barely have time to do performance appraisals as it is now given other work demands. To do a 360\* audit is a worthy goal, but my concern is that it will be too time intensive and further burden supervisors in the process.

I feel we should have the chance to evaluate our supervisor. There is no real way to give them feedback on how they manage. Major issue in my opinion.

Have heard that some departments have employees complete their own evaluation and their supervisor "...just signs off...". This is probably not all true but I suspect some truth lies within. Supervisors across the board do not evaluate the same thus providing situations where a non-confrontational (or less-informed) supervisor gives high scores (on-average) to less-deserving employees and, a hard-core (or more informed perhaps?) supervisor provides lower scores (on-average) to more-deserving employees. If raises become truly based on these scores alone, this would be an absolute injustice. To be consistent across the board, one person would have to do all evals if this should come-to-pass.

They are not relevant and a time waste. Performance feedback already takes place informally everyday. Almost everyone on campus gets a good review despite their actual performance. Performance bonuses/raises should occur with more managerial discretion. Each department should receive their set amount of performance money and that director should be able to award it in varying amounts as they see fit. The current system does not increase morale or incentivize stellar work.

My supervisor has a tendency to change my wording or not evaluate all my duties

My observation is that the objectivity, fairness, and application of the performance evaluation process varies greatly across departments, i.e., some departments administer the process in a standardized, objective manner per HR guidelines & others do not. For instance, I have heard of some supervisors not taking the time to provide coaching & feedback throughout the year nor engaging the employee in a meaningful discussion of strengths, weaknesses, and goals but rather arbitrarily assigning similar ratings to staff w/varying levels of performance (e.g., giving all staff 3s).

They're necessary but there may be a better way in which to conduct them. The 360 review is critical in the continual improvement of all our staff. Top down reviews are not a complete or wholly accurate assessment of staffs effectiveness.

I do not see the point of perf evals. I don't see that they bear any weight on merit for promotion, advancement, or salary incentive. In the end, I don't believe anyone refers to them for anything else than to say we are doing evaluations. Why do we go through so much work to do these evals, but they seem so inconsequential to personnel issues or incentive.

Evaluations should be required whether an employee is at-will or not. Just because someone's position has been upgraded just so they then receive a higher salary doesn't mean they're doing a job that doesn't require evaluation.

I think it would be a good process for staff to be able to evaluate their bosses, especially if it was their first year. There are many opportunities for growth after the first year in a leadership position, and I think we are missing an opportunity to let supervisors know what those could be.

Evaluations carry little weight with employees as they are not used to determine wages or raises.

no

I have always received essentially A+ to B evaluation rankings. But since I am not in a Dean's office or higher administratively, I have never been considered for extra merit. They keep it for their staff. It would be nice if staff senate would ask for a campus wide merit pool based on the performance #s. That would give meaning to the rankings. As it is, they used for more negative actions than positive ones. I should note I have been employed here for 30+ years.

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360 degree evaluation is better

highly in favor of the 360 - I don't believe that upper level admin is really getting evaluated... not at least by those that work most closely with them, I think it is just a snapshot to have VP's do eval of Director level

How about a Diversity Section in everyone's evaluation? For individuals, include such items as "Is thoughtful to evaluate and eliminate personal biases and stereotypes"; "Is inclusive in work conversations and sharing of knowledge"; "Works well with other employees who are different from employee". For managers and directors, include such items as "Makes sure that procedures are in place so that all promotional opportunities are available to all qualified employees"; "Takes actions to make sure that diverse employees are enjoying an inclusive work environment"; I don't know exactly what should be included but our diversity expert should be able to come up with an appropriate list.

360 degree performance evaluation--thank you for bringing that up in the survey! I have worked in other organizations where this type of performance evaluation was effectively implemented and it did not take an excessive amount of time. There needs to be some sort of accountability for our leadership and this is one small start. Other steps should include required supervisor training for all new supervisors at UW. Management and supervision require specific knowledge and skill sets that can be taught.

I'd like to avoid the tragedy that occurred in the IT Systems group in 2013 and 2014. IT as a whole had a large decrease in productivity and has lost years of experience in their Systems group when over half the staff in this group has left in a short time period. This has caused many good employees to leave UW and to have huge setbacks in their careers. The junior managers have been removed from their positions, but what about accountability for upper management there? The director in the division may have known of, and even participated in behavior that resulted in the mass exodus. Why isn't any one outside the division looking at what happened here and why it happened, and whether anything unethical or illegal occurred? And how to prevent similar situations from occurring again? What happened to performance evaluations and accountability at the director level and above?

On a related topic, I'd like to suggest that Staff Senate propose that a second signature, from the signing authority, be required before an employee is put on work improvement. My understanding is that, as it stands now, a manager alone can make this decision. Placing an employee on work improvement can have a long-lasting and devastating effect for the length of an employee's career at UW. More than one individual should be involved in the decision to put an employee on work improvement.

And before I finally step off my soapbox, staff really need an advocate that they can go to when they are encountering leadership issues at multiple levels within their organization. This cannot be Human Resources who, by definition, are there to support the administration. Staff should have the ability to go to this advocate to report serious leadership issues, while remaining protected from retribution and recordings in their HR files that may brand them as a troublemaker. Other than the formal complaint processes, which many employees wisely choose not to avail themselves of for fear of retribution, there is nothing out there for staff. The staff need to have the group power to investigate and cause corrections when there are leadership problems.

It would be useful to have PDQ's evaluated more often.

There is a supervisor in our office who does not have a degree and does not attend supervisory training. She has a really good staff who work hard, are efficient and good to work with but as an untrained supervisor she rates her staff very low. I don't think that is right.

It would be really interesting to look at the evaluations of employees who work in the main administrative offices of units compared to those who don't. I bet the 'everybody has to be ranked average and no one gets rated excellent' prescription doesn't apply to those who work most closely with the various deans and directors.

They are VERY subjective. Totally inaccurate when moving from one position to another after the 6 month mark has been completed. People complete them very differently; depends on department and college.

They are complicated and have too many back and forth steps online to get them input and approved. Supervisor should enter info, allow employee to review/add/make comments, review together and then both sign off on it. The back and forth online is ridiculous and takes time away from my job.

Salary increases were in many cases based on performance evaluations last year. Since evaluations are inconsistent from division to division and department to department, there are some flaws with this process.

I have heard many departments are very informal about evaluations. Throw a few numbers on there, slide it across a desk and have the employee sign. Training should be required every year or every other year.

Please ask Senators to pass on to constituents why & how the evaluations are used. Why it is important for employees to fill THEIR "employee" sections out.

Much of the downfall of the annual review process is that the manager doing the review isn't much of a manager. So many people that are tasked with evaluating an employee does not have the faintest idea how to be an effective manager themselves yet are expected to judge others based on their own flawed criteria of what a good employee is. It often becomes a personality judgement rather than a performance issue. Are faculty members really managers?

The PDQ reviews section needs an "I don't know" answer category

None at this time.

No

They're very time consuming, and generally don't reveal anything I (or my supervisor) don't already know.

Assessing an employees' work once a year is not effective in my opinion. I would support smaller quarterly evaluations with a larger annual. I also feel HR does not use evaluations to see how it can help employees and supervisors create an efficient and effective workplace. It would be great to see someone review the evaluations and visit with areas to help improve working relationships.

there is no way that everyone will do the evaluations that same way, but a bit of training would certainly help!

My supervisor had to contact HR to ask about training. They did not require her to do it without that contact. Also, I felt it was unfair that another employee in my workplace got her evaluation changed to all 4 and 5 ratings after she got angry about her initial evaluation. If we all throw a fit about our evaluations to get a higher numerical score, will we get bigger raises?

There are always comments that a "5" cannot be given. If it can't, then why is it even listed on the evaluation.

The managers in my office have already been given direction to begin review of those PDQs/employees for which they are responsible for preparing evaluations.

My supervisor is very busy, so he gives everyone a 3 on each item, and then sometimes we discuss the individual items outside of the evaluation process. He feels that the raises are so small it won't make much of a

I felt that the training I had as a supervisor didn't help us understand how to assign the numerical scores. All of the supervisory staff in my office have discussed this, and there is a lot of disagreement on how to use the number scores.

I've never been unhappy with my evaluations, but I know other staff who work in departments where you can't get a 5, and I know that's discouraging for them.

My supervisor did not understand the significance of the weighting of items in our evaluation, but a coworker explained it to her. That does make some difference in your overall score.

Needs to be changed

I believe the rating system is very subjective, dependent upon an employee's supervisor(s).

It would be beneficial to have a quarterly or bi-annual review rather than just once a year.

Department heads sometimes manipulate individual and/or groups evaluations for personal reasons.

The last 2 years there have been personnel changes in my supervisor's position, so the person who did my evaluation had only been my boss for less than 3 months. Last year my supervisor had only been here 1 1/2 months, so she gave me all 3s because she didn't really know what to say. Also, I know people in departments that can get all 5s on their evaluation. We can't.

I have been told that evaluations are important in receiving raises, however that is only partly true as it is not up to my supervisor, nor his supervisor, but the head of our department who must have a problem with me as I only receive the bare minimum of any mandatory raise, and have been told that I will never be promoted. Frankly, for me, evaluations are a waste of time and energy.

My supervisor does not really know what I do. I think he means well, but it's hard for him to do an accurate eval and put much effort into it when he doesn't really know what I do.

Also, at other places where I've worked, there's a way to show that you've completed training or other professional development in your eval. We don't do that here. When we're all so busy, why would anyone pursue professional development if you can't get a promotion, a raise, or even credit on the record for becoming a better member of your team?

my answers are vague and incomplete because I've only been here a year and have had only one evaluation.

I don't think there is a good way to make sure all departments are evaluating staff in a similar fashion without having input from an outside source. This is evident when staff move from one department to another. I'm not sure how to fix this but it should be looked at.

Performance evaluations are tough when you have employees that excel and we have no means to appropriately reward their work. I think staff senate needs to work closely with administration to find other creative ways to recognize performance when the prospect of raises is so poor that once insurance rates are increased our staff actually make less money than before. This greatly affects the morale of staff as a whole and their desire to want to outperform.

There needs to be follow up for employees who have performance improvement plans in place that included a timeline and HR needs to verify that the follow up has occurred and that the personnel file has been updated to document that the employee is on track for improvements. In my situation, the follow up meeting occurred and documented that I had met the goals of my performance improvement plan but documentation never reached my personnel file and I never received the raise that was implemented in July. Hard to have a positive attitude when you feel like you have been screwed over. It has been stated that our PDQ's are linked to merit, however it is only linked to merit when a person is not performing to their standards. They are then not given the % increase.



I know my supervisor takes time with each person she supervises. I have only heard stories about how differently evaluations are prepared and presented to others on campus. I am thankful that my supervisor knows the implications of evaluations and takes them seriously.

Whats the point of having annual performance evaluations if the next raise is 5 years ahead. Raises are few and far between and miniscule. Every year the salaries are stagnant we lose buying power to inflation.

They are not uniform across campus. One department will score one way and another a different way. So when you transfer departments your score can really affect the way the way they think of you. I know in our department - the supervisor completes the eval but once it goes up to the Director he pretty much changes everything and scores it the way he wants which is not reflective of the employee.

Performance evaluations will always be somewhat subjective on the part of the supervisor. I think HR does a good job trying to equalize the playing field as much as possible.

The online performance evaluations are a big improvement over the paper forms of previous years.

Performance Evaluations are always going to be scored differently across campus because of the human factor. It is always going to be subjective therefore not possible to make it comparative for everyone.

I'm a new employee.

Professors shouldn't be the only ones to get raises; staff is also who keeps this Institution running.

I'm not sure why this is any of staff senate's business. My review with my supervisor is between me and her. At the end of the day, it's just a job. People need to learn how to deal with it or move on.

The Physical Plant is the only department that I am aware of that takes this process seriously. Every academic unit rubber stamps "5's" for their people and it totally disrupts the process. There is no oversight on any of this process.

Some departments don't give 4 or 5's on evaluations and others give them freely. I think there should be consistency on the scoring process in every department.

Too general want you to be able to do a lot of specific task that should be handled by specialist in that field, mainly because they do not want to provide the professional training or pay the salaries to get people with the correct level of skills.

Too general want you to be able to do a lot of specific task that should be handled by specialist in that field, mainly because they do not want to provide the professional training or pay the salaries to get people with the correct level of skills.

If you are considering 360 evaluations, you must be very careful on how it is administered and the information used.

No

Every person that gives performance evaluations has a different interpretation of what a each number rating means.

Performance evaluation are subjective and vary greatly across departments and colleges. Some departments give all their employees high ranking so they qualify for whatever merit increases are available while other departments try to spread out their ratings so that not everyone is superior or "beyond expectations".

There seem to be a number of management issues at UW, and I think employees need a way to voice this and for it to be heard. Perhaps the 360 evaluations would do the trick if there were no reprisals and if the information was really looked at by supervisors and their supervisors.

I think Performance evaluations should also be tied to pay raises. Instead of across the board raises I think they should be tied to the raise the best PE the bigger the raise.

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I wish there were a more uniform 'grading' system. This office doesn't think that staff should get more than a 3 or an average/above average? Yet there are depts. within the college who routinely give 4's?

While I realize that the performance ratings are subjective and dependent on supervisor philosophies, several divisions advise supervisors to rate all employees as average. This practice is wrong and gives employees no incentive for working to the best of their ability. In addition, it undermines the purpose of the rating system in the performance evaluation.

They are very difficult to log on to and access. Then responding correctly takes several calls to IT. It is a huge hassle that means nothing.

Performance evaluations, as currently implemented, are confusing for supervisors and employees alike. As a supervisor, I receive very little to no training about the process, and the electronic process, while great in concept is poorly executed and creates frustration for all involved.

Further, the ambiguity regarding weighting of evaluation components, and score impacts, serves to undermine employees confidence and does not provide the empowerment it should.

I feel that my supervisor completes the evaluations because she "has to". For several years, I had the same goals on my evaluation which included cross-training with my peers and no one was held accountable to ensure those goals were reached.

I do not think that the administration pays any attention to the evaluations. When I objected to an evaluation in the past as a total fabrication by my supervisor, there was no follow-up by the Dean's Office or Human Resources. I have been told by other employees that this happened to their reply to their evaluations from the same supervisor.

I have rarely had a meaningful performance evaluation at UW; I had one faculty supervisor who took great care and pride in performing PDQs, but she was a rare exception. Years ago, supervisors would routinely inflate employees' evaluations and everyone would get the same glowing A+ report. Then, a new system kicked in and supervisors were told to not give high marks except under the most extreme circumstances, and outstanding and subpar employees were lumped in with average employees --everyone appeared to meet standard and only that. The rubric used in the current system, including how weighting is accomplished, is arbitrary and tends to have a leveling effect as well on below average and above average employees. Even the simple fact that supervisors must include comments from evaluations that are above or below 3, but none from the "average" category subtly directs people to lump everyone together as performing adequately, when this is not accurate. My supervisors have been both faculty and staff. The faculty have had very little understanding of my PDQ, not understanding what work it entails, of what a year-round work plan should be, of the difference between exempt and non-exempt status, how to use leave time, etc. They have been poorly trained for the most part and have even asked me to fill out the supervisor sections of evaluations for them. My staff supervisors have also been very ignorant of the work that I do (this is common among professional staff who answer to office associates) and, while they have done their best to try to evaluate said work, do not have the knowledge or experience to do so. The staff supervisors I have had have, in general, been too quick to use the same hyperbolic language and ratings for everyone, generally rating employees higher overall than they ought to do, and not recognizing real strengths and weaknesses among employees, or of working to enhance the former and mitigate the latter in the coming year. My experience spans 20 years and non-exempt and exempt professional positions, both at will and classified. The one common denominator I have observed among supervisors is that they dread and put off completing performance evaluations, then complete them in as cursory a way as possible just to get them over with (faculty are worse for this, as they often do not understand the work they are supposed to be assessing, and resent the time taken away from their "real" work). There must be a better means of assessing work productivity, collegiality, initiative, etc., than the performance evaluation models we have been using of late. They have little significance outside of the performance evaluation itself.

Other than an exercise in bureaucratic self serving, to what purpose does this time consuming process accomplish? It is not tied to any reward/discipline payscale.

Feedback from coworkers should be part of the process

I don't like it when you disagree with part of your supervisor's evaluation of you and you talk to him about it, and your supervisor agrees with you, but he can't change it at that point or is unwilling to.

I have been through a number of eval systems. They usually start off with good intentions and never follow through with great results. In one system if you were not rated a 9 on a 1-9 scale, you were a complete failure. The "new system" that was devised, it was a 1-5 scale, if you were not rated a 3 for the first few year the plan was in place you might be looking at losing your job. After a while, it also was inflated. Here at UW, I have see people that do almost nothing and get rated very high 4+. I have seen people that work 50-60 + hours a week and get the standard 3. Not fair but no system is. The favorites always get the better rating regardless of actual performance.

Substantial raises should accompany accurate evaluations that reflect above average performance and/or excellence.

I have been told that after having a face to face review, if there are topics that should be changed on the evaluation that the supervisor cannot edit their comments or ratings. I would say I strongly disagree with the inability to make final edits after the face to face review, if this is the case.

Seem like a waste of lots of time.

I have been a part of a college-wide refusal to accept the standards as defined and to participate actively in "grade inflation". It's sad that I know my department strives pretty hard to abide by the defined rules and entire colleges can attend a training and then refuse to follow them.

The HRMS system is very cumbersome and not intuitive.

I don't think they are worth the effort.

The current system is cumbersome and difficult. It does not provide useful feedback and is rather punitive in nature.

I am fortunate to have conscientious and supportive supervisors who follow the process in a timely fashion.

My boss and I have a great conversation every 2 weeks in meeting on how my job duties are going - where I need help and what I am doing well at. I also have the chance to talk with him on his performance over the past few weeks. During our annual review we discuss and place those things through out the year that we are proud of then things that we have worked on to improve and the outcomes both him and I. I really wish that he could give higher 3 and maybe 4's - we discuss this and I improve a little each year in the numbers.

If the 360 evaluation procedure allows subordinates to evaluate supervisors, I am strongly in favor of that. Secondly, employees should receive feedback throughout the year so that they aren't blindsided at the time of their evaluation. Third, given the work loads and efforts put forth by most staff members, I think there need to be more highly rated employees not that everyone is a "3" etc. As I understand it, only so many (a certain percentage) can be rated higher and I don't believe that is truly reflective of the quality, quantity and effort currently being put forth my staff employees.

I have been told that I have to rate employees at a certain level to make it easier to determine salary increases for the unit. If that is the primary purpose of the evaluations then just let us give everyone a single number and be done. HR might wish they were used for something else but apparently they are the only ones that feel this way.

I do not think all departments 'grade' the same. No one is perfect we all have something to work on.

I am also concerned, I have an interim boss who is clueless to what I do. I do not think she is qualified to do my performance evaluation.

My supervisor has her employees complete their own evaluations and then she just signs off on them, sometimes adding comments. I hate evaluating myself! The current evaluation system we use is pretty much a waste of time.

Please note, this evaluation was done based on my previous job, in the past two months I have changed jobs across campus and have not been through the review process here. In my past job, the director took performance evaluations as a waste of his time and would prepare them at the last minute. I understand that directors are busy, but so are their staff and the evaluations matter.

The scoring/weighting system differs across departments. I think this is a problem.

Having employees rate themselves then having the Supervisor review/correct/append seems somewhat worthless. Many Supervisors have little concept of what exactly the peons do in an average day, so this system is flawed

If the supervisor dose not like you, the evaluations are not good. The evaluations have to be changed some every year, so thereis always "fudging" to make the numbers come out richt.

It's never going to be a process that is fair to all employees because people see things differently so no two supervisors are going to rate their staff the same.

i work in custodial services, and it is oft stated and repeated that NO custodian will receive a score higher than 3.5. This is patently unfair in that no matter how good a job one does, we will never be rated higher than 3.5.

Some areas do not take PDQs seriously and do not spend time meeting with the employee. Have heard complaints where the it's done without employee's input. And some supervisors really give inflated assessments, while in other cases the supervisor is way too negative. Very subjective causing employees who have supervisors follow the rules be "punished" for a lower score.

My boss doesn't have time to do evaluations and is frustrated that she has to do them. She feels that faculty jobs shouldn't include this kind of task. She also doesn't understand that if she gives a 3 on a heavily weighted item but says to me "you're doing a great job on this" that the 3 pulls my overall score down more than the score on items that are a smaller part of my job. Why don't they talk about the weighting in supervisor training?

When raises are given, they don't seem to correspond to the evaluations received, regardless of the money a department has available. As a specific example, I received a 3 on my evaluation for last year and yet I got a very minimal raise that was distinctly less than others in the same office; such that after the retirement and insurance raise, I will actually be losing \$0.33 each month starting with the Dec 2014 paycheck. I would venture to say that there are probably not too many people across campus who are paying back money to UW after receiving a raise. That obviously doesn't even cover the cost of COLA from the last 5 years, so how is that providing a "raise". However others in the same department received a similar evaluation and a raise such that they still are receiving a small but increased amount in their paychecks after all of the increased costs; and a few even received significant raises in terms of thousands of dollars per year - so obviously there was a pot of money to be distributed. The question is if we use evaluations to help determine performance and prorate raises - why is there such a significant and distinct and extreme difference between the \$\$\$ amounts of the distribution of the raises if the evaluations are fairly similar across the board; and why are the raises more proportionately distributed (a little less on the extreme high end ones to provide for a slight bit more on the lower end ones)? Position Title and salary amounts can only account for a certain portion of the explanation for this discrepancy.

The PDQ and the evaluation information don't always match up well, due to changes or small issues that occur throughout the year, which don't qualify for a PDQ audit. Therefore these changes or discrepancies aren't reflected in the evaluation. There doesn't seem to be a good process for including or updating this information in the online evaluation process. These are usually left up to the employee to remember and to include in their comments, which come across as more of an opinion of the employee rather than an update of information, changes or circumstances that reflect on the evaluation time period. The employee's work efforts, adaptations and contributions, can often get lost under the umbrella clause in the job descriptions that state, approximately... 'and all other duties as necessary'.

My supervisor had only been here 5 weeks when he did my evaluation last year. I know I would have gotten a better evaluation from my former boss. Why is this allowed?

I am happy with my evaluations and my supervisor is very supportive. However, I know that in other departments the evaluations are not administered in a fair way. Any employee who is really outstanding at a task should be able to get a 5 on that part of their evaluation.

Since performance evaluations are done by people, not a computer, there is going to be subjectivity in how people do evaluations. The best one can hope for is that the departments are consistent as possible.

The Performance Evaluation process currently in place is very confusing, not consistent between departments and employees, and not a true reflection of the employee's performance.

In my old department we all got 3s on each item on our evaluations no matter how hard we had worked (or not) that year. My current supervisor is more thoughtful about evals.

It is always difficult for the individual being evaluated to have a fair evaluation. The evaluation is always flavored from the Supervisor's perspective and that Supervisor may personally dislike an employee, regardless of the employee's work performance which in some cases has been stellar, and said Supervisor will purposefully and with malicious intent rate the employee performance as poor.

Where do they go? How do I review them?

They are more of a formality than something useful.

Too general in the PDQ, manager that was hired has no experience in my field but because he is a manager he thinks he knows everything about every trade.

I don't feel there is a lot of follow up on the evaluation; my supervisor say things like 'I don't like the website' but doesn't give specifics. Most of my conversations with my supervisor are as cc's to other people.

It has been my understanding that if you not have a performance evaluation done each year you do not get a raise (if there is one). However, I know of several department who do not do evaluations at all and those departments always get raises anyway. I think that should not happen if you do not follow the same rules that everyone else does. One of the departments that does not do evaluations is the research office in Old Main.

I'd like for them to know that those of us who are on-call 24-7 and work many a weekend do not seem reflected in this survey. A 40 hour work week just isn't. Granted, some weeks are slow, but more often than not, I'm in here on the weekends also.

There is not enough room in the rating system to adjust someone each year. Since you are not to get a 5 as a rating it leaves little room for an increase in your value.

Unless/Until there is some kind of reward/punishment associated with an accurately performed evaluation, these evaluations will continue to be treated as they don't matter because they don't.

I've learned over the years that evaluations are only really completed out of necessity. They are rarely used for constructive feedback and growth and addressing issues is even more rare.

I don't think they are done equally across campus. Can they be done equally? I don't think so. I know that what's a 4 in one department is a 3 in another and this makes an unbalanced evaluation system. Personally I don't think overall they are of value except that it is required. If a person is having problems or even if they are doing well they should know about it throughout the year. It seems to me its just for the decision makers to say that you have to have an evaluation of x points to get a raise. I would hope that Supervisors are smart enough to give raises according to merit of the employee, that is if there are raises.

Because my spouse works on campus as well, I know for a fact that different supervisors administer them differently. They seem to have no real meaning or effect.

Worst week of the year, cut throat, very negative.

Raises are small or not at all, so evaluations don't matter much.

Its pointless.

The performance eval needs a fair number system. Some departments average grade can reflect a lot higher average scores 4 versus a 3 or 3.5.

I would say evaluations are done in a fair manner if raise money is always disbursed by division like last time. But otherwise, it's not fair, because other divisions have their own rules. What is a 4 somewhere else is a 3 here.

My supervisor would prioritize doing an accurate review of our work, but she's very busy and under a lot of pressure.

Well, they're very subjective so each director or supervisor handles them differently. Also, the process doesn't accommodate internal movement that occurs within a review period on campus very well; which tends to happen quite a bit.

My supervisor is very busy, so he gives everyone a 3 on each item, and then sometimes we discuss the individual items outside of the evaluation process. He feels that the raises are so small it won't make much of a difference.

## Is there anything about PDQs that you would like Staff Senate to know?

My PDQ doesn't really reflect my workload (there's a lot more now that our program has grown), but I don't know how you would show that in our PDQ format.

Summary exclusions and statement of "duties as assigned" render PDQ generally irrelevant.

It's away for the university and Administration to get people to do more work than they are qualified to do or overwork them. You are given a 8 hour job when you start and then you are told next you need to do more square feet in the same amount of time. The people who have never done your job tell you on paper this works.

I don't know if I've ever seen my PDQ.

PDQs are a very tedious system that only partially reflects the multitude of duties that can be assigned to a person.

PDQs should be mandatorily audited by HR every 3 years to ensure that leadership turnover within a unit does not impact staff being evaluated properly. It may be an inconvenience but only until you experience rapid turnover and a "dumbed down" PDQ that no one is here long enough to fix.

Some supervisors don't even know what is in the PDQ and others will change them to get one person a higher rank even though they don't do what is listed in the PDQ.

Last year, my supervisor requested a pdq audit in effort to get me a raise by correcting the pdq to show all of the additional work I accomplish. HR made a verbal comment that this would indeed result in a raise. However, HR and my supervisor failed to communicate on how the pdq should be properly written and so no raise was given. I have been at UW since 2010 and my work load has doubled without any indication on my pdq.

It would be great if raises were given as often as evaluations :)

The PDQ audit process does not actually happen as is written in the UW policies. Yes you can request one from HR, but the only way it can actually go through is if the appointing authority in your college allows it to happen. You have to be politically savvy at the right moment for your appointing authority to give HR the go ahead. The appointing authority can say no, at which point you may continue to do your job at a level that exceeds your PDQ and not be compensated for it. They can say no for any reason, but most likely it will have to do with money. The PDQ and audit system does not protect employees like it should. It rarely seems like it serves as the vehicle it should for helping employees advance, document their work, and be fairly compensated.

PDQs tend to be designed around an individual, instead of a position which makes it difficult to have a consistent approach to assigned duties across a classification. It also makes it difficult for vacancies to be filled as unique skillsets tied to an individual may not be practical when advertising and hiring a replacement.

I do not care for them as they are, however I don't have any immediate ideas for improvement

No.

There are insufficient intermediate levels in the staff matrix, resulting in some staff with greater responsibility and more self-direction being stuck in a lower pay range than the one most suited to their actual duties, nearly always due to a lack of people to supervise. In departments cut to the bone, there is no one left to supervise, and this is used to ensure that staff are not compensated fairly for their other duties and responsibilities.

I am in a relatively new position and have requested a PDQ review from both of my past two supervisors as my position has had to change with a new office and also from being the sole employee for 11 of the past 22 months. I have asked both of my past two supervisors for a PDQ review and once I was told that we simply need to add one thing (although my position has changed substantially). When I called HR, as prompted by that supervisor, to inquire about adding that one thing to my PDQ, the HR representative acted suspicious, leading me to feel I was acting out of my rights.

The second time I requested a PDQ review, my supervisor was pretty certain that my position would be downgraded - although I had been working 50+ hours a week and doing everything from grading and supervising to creating programming and analyzing data...none of which are on my PDQ to this day.

My last request seems to be making some progress, so now I sit tight and hope that it was not an empty promise.

PDQs don't necessarily need to be updated every year. As an exempt employee I'm expected and agree to work more than 40 hours per week.

They shouldn't be too special or it should be clear whether the intent is to have the PDQ reflect the Job Description. At least in terms of staff positions, if everyone has a special title or a special job because of who they work for, there is no clear line of progression. The best way to get promotions is to not create some new fancy job with lots of extra adjectives, but to add levels for the same job and have higher levels be those with more responsibility.

when doing a PDQ, it should be stated that any upgrade to a staff's title will automatically give them the pay increase for that title. regardless! too many times a PDQ has been done to upgrade a staff position only to be told later that there is no money for this upgrade. if this is the case, then no PDQ's should be required. it is very frustrating for the staff who are not getting raises!

They are cumbersome with comments and points, nice if it could be simplified. I don't have a solution however.

Too many restrictions on job titles. Many positions on campus are round pegs forced into a square hole.

They mean nothing and I am pretty sure that human resources nor any other department reviews them unless they want to get rid of someone. Our Director told us not worry too much about the number evaluation. He is the worst director we have ever had and we have had some really horrible directors. We have no leadership except for the accountant who has been given full rein to run this department. Also, when it came to raises those were decided by popular vote and not by the numbers on P.E.'s ...

They aren't followed or updated.

Not sure what to answer here, except PDQ's seem to change depending upon the needs of the department... "and other duties as required" is a catchall for some really garbage situations.

It would be nice to be able to actually do a true 360 which would include supervisor evaluations. It is ridiculous that subordinates get no chance to give feedback on the supervision they receive. Management has no accountability in the current system. There has been massive turnover in my department due to horrible management decisions and nobody is being held accountable because there is no way to measure poor management in the current system. (We have lost over 1/2 of our staff)

Updating PDQs is nice but not real pertinent, especially since there isn't a willingness for significant raises that merits the extra work staff are doing or the hiring of help so people aren't stretched so thin and can do better at what they are suppose to be focused on. The message has been quite clear for some time to just be happy you have a job and don't ask for anything different, as there is someone else that is willing to take your place.

The "Other duties as assigned" line is abused frequently.

We do not all fit in round holes, which is what the PDQ system tries to make us do. There are positions on this campus that are unique and should have their own comparison and ranking. That is not always the case. If a position falls in an industry that is not "typical" to the university setting, the Class Comp staff will figure out a way to cut off the edges to fit the square peg into the pre-conceived notion of the round hole. Think outside of the box and maybe more of our people would have the unique qualifications that are necessary to propel education forward in ways that we are too narrow-minded to consider at this tiime.

Supervisors can rewrite them before submission to HR so they are not always an accurate reflection of what the employee does. They end up being what the supervisor thinks they should be to avoid a position being upgraded. Again it often comes down to who you know and how well liked you are. PDQs are often used incorrectly to get a favorite employee a raise when there is no other way to increase their salary.

I know of very few exempt employees who are able to complete their work at or under 40 hours a week. This is due in part to staff reductions in the last few years I believe, but also has to do with the University's culture. PDQs do not necessarily reflect a 40 hour work week for exempt employees but are rather an evaluation of the time spend in a 40+ environment.

Employees do more than is reflected on their audits. Sometimes supervisors do not initiate a PDQ audit and just allow the taking on of extra duties. Employees may also feel that the supervisor will not support that effort as well. The fact that departments have to have funding to upgrade positions is a barrier to have folks (both supervisors and employees) do audits.



I think they are a way for HR to assign a "pay grade" which is not consistent with the cost of living or comparable positions at other institutions. Yes they might make \$XX,XXX.XX at Y institution, but unfortunately the cost of living in Laramie is 10-20% higher than the location of those institutions.

I'm not a fan of the electronic PDQ system; however, I do like it better than the last forms we used.

It does not reflect everything I do

The PDQ should be more of living document, basically accounting for any extra or additional duty assigned to the employee. Then, those additions should be reflected on the next evaluation. As more duties and responsibilities are added to a PDQ, and proficiency is shown on the evals, these could be used to validate the need for a PDQ Review.

The system continues to cater to specialization in pdqs and is again becoming so individualized that there is no standard in the different classifications. Positions get tweaked to add one unique attribute and end up getting upgraded--even though there may be only one position with that unique attribute. There is no good system for keeping pdqs generalized as they are meant to be--people will always find a way to modify them in ways to create specializations.

Many are outdated and staff rarely knows how to go about updating them.

How does the PDQ relate to the Salary Matrix?

The Salary Matrix is at least 6 years old and was built with data that was 2 years old. This makes it at least 8 years old! Is it not time for an update?

no

There have been multiple times that my request for a job audit has been denied before even being initiated because of the claim of "no funds for an upgrade". That hasn't stopped them from doubling my work load and responsibility since I started in this position. They are a travesty--a way to keep staff down and viewed as second class citizens. There is no way faculty are treated this way; nor do they have a pay matrix the way staff are restrained. Incidentally, I've been told the community colleges' staff pay matrix are considerably higher than ours.

goals maybe should be looked at more regularly to make sure they are still pertinent

A PDQ audit is mentioned but unless you have permission from your direct supervisor or the HR representative in your group you can not have your PDQ changed.

The PDQ's and Matrix are outdated.

HR does a great job in PDQ training and audits.

It has been my understanding that a position should be evaluated/audited every five years. This has never been an automatic thing since I have been here.

I think a 3-5 year review of PDQs would be a good idea. Sometimes people get so busy that they just don't think about it and when the University and Departments, at times, don't approve filling a position that has been vacated the duties sometimes go to other staff in that Department.

I don't like how a classification is pigeon-holed into a blanket job description. Every position I've held, even within the same classification, has been unique to the departments' needs, expectations, size, and management styles.

not even sure what this is--maybe I just don' know the acronym

I don't think anybody's PDQ has been updated as long as I've worked here. The only time our PDQs are updated is when a position comes open and they're rehiring.

These are more of a formality - not really related to actual jobs. Everybody has to be flexible and cover for each other because we're down 2 staff and can't hire anyone right now.

In my old position I requested a PDQ audit but my manager said it was not necessary. I asked HR if I could appeal that decision and they said not at this time. I just left that position because it was too stressful for the pay. Staff should be able to ask directly to HR or administration for a PDQ audit.

Our work is divided among the staff, but I don't think we usually adjust the PDQs to show that. It shifts a lot. I think this can be unfair to staff members who are paid less.

Very hard to access

I did not know an employee could request a PDQ audit, nor did I know the PDQ could be updated on an annual basis.

PDQs standardization sometimes make it hard/impossible to show duties of some positions.

I don't think my last few supervisors knew how to update my PDQ. I'm not sure if they had to go to training on that, but I never heard of them doing it.

There's no way to indicate that you're doing a lot more work than when you first took the job. If your department ha lost staff members, you're probably doing more work. If it's more of the same work, how do you show that? I don't think a PDQ audit would help with that, but I've never requested one.

I'm glad that the PDQ's feed directly into the performance evaluations now. This ensures that employee and supervisors review them at least once a year.

My PDQ is fine. I don't think this type of questionnaire helps in determining if there are any flaws in either system. I am grateful for having this job, I work hard and I am treated well. Maybe folks need to try working hard, prove themselves, instead of complaining and pointing the blame elsewhere.

PDQs are a joke. Pumped up to support pay increases until you would need 100 hours a week to accomplish your job.

Need to use that are the same as real world so that a fair market evaluation can be done when we pay a large sum to a outside company and than we never get to see the market evaluation.

Need to use that are the same as real world so that a fair market evaluation can be done when we pay a large sum to a outside company and than we never get to see the market evaluation.

Did this survey only go to classified staff? Otherwise your data won't be accurate when asking about PDQs.

After having gone through the process of a PDQ/position audit, HR exhibits zero consistency in how positions are audited. I've seen two positions within the same department, that are supposed to have the same job description, end up with two different audit results. Related, there appears to be no history or reference material to look up on why one position was audited a certain way versus another position. All HR will say is that we can conduct another audit, but seems to be clueless when asked about past audits or when asked to provide clarification on the results of a PDQ audit compared to another PDQ.

I like your idea of 360 evaluations

I can find my PDQ link on WyoWeb, but it doesn't really say anything like the daily tasks this survey mentioned, so perhaps it's not the full version?

Anything can be put in the PDQ and the Performance Evaluation can be high or low, but nothing has an affect on pay. It is always low.

The system of updating PDQ's, much like the eval process, is frustrating and complicated. Very purposefully , there is no way to weight or account for the volume of work being assigned or expected. '

Further, adhering to the existing PDQ options defeats the flexibility this process should serve

Many, many staff members have PDQs that would require work plans that simply cannot be completed in a ostensibly normal 40-work week. And while some of these staff members may be exempt and presumably work longer hours, their PDQs are still unrealistic. The PDQs list an overload of tasks and do not take into account vacation leave, holiday time, and sick time that are every employee's benefit to use with authorization. Until work plans and PDQs assess how much work and what type can reasonably be performed by a competent employee in a given calendar year, many staff members will not be able to use their leave benefits, as they are obliged to fulfill the requirements of their PDQ to be deemed a "competent" employee whether those requirements are reasonable or not. Exempt employees esp. suffer from job creep, and have no protections against being overloaded with work. But UW's wages for exempt employees are nearly as low as those for non-exempt, so it is irrational to expect that exempt employees will habitually work significant overtime, although many do. For my own part, I rarely take vacation, as this necessitates me working double time before or after I leave, which is not leave time at all, but flex time. If I am to fulfill the work outlined by my PDQ, I have no other option..

Most of the language in these documents is redundant and generic.

Not to my knowledge

I usually find that people are always performing above and beyond what their PDQs describe. And yet, when a new position becomes available, someone from the outside, someone unknown, gets the job and the person under them has to train them. Nobody is perfect and not everyone that works at a job for a long time might be able to accomplish everything at a higher lever or is management material. That being said, just because they come from Colorado or anywhere else does not mean that they know what they are doing.

Any and all new duties should be updated in the PDQ.

I think that an employee should have a say in what is listed on their PDQ based on their normal work load. Also a location should be added that includes degrees earned, specialized training, or anything else that would be directly correlated to improving an employees abilities to perform their job.

The current PDQ process does not allow room to properly reflect required work; the percentages do not provide enough room for weight in all areas and not all areas of work are getting included. Only the highest demand of work is getting documented and then that is gets low weighting to make room for less demanding work.

PDQ's for office positions only have 4 levels - I really feel that we need more levels for those of us that are doing more and taking on more responsibilities in the years we are in a position. After Office Associate, Sr. there really is not any upward movement in a small department even though we do more.

I find the list of knowledge, skills and abilities cumbersome to use.

The information about employees being able to request an audit of their PDQ needs to be addressed with all employees. This is not clear to some.

Good to have employee input as to what their specific duties are

PDQ's seem to have no bases in reality. The job that need to be done has nothing to do with PDQ.

System needs work.

There's no way to show that you're doing a lot more of the same kind of work when we're shorthanded. Shouldn't workload be factored in? We pay faculty more for extra workload.

When my coworker requested a PDQ audit she was told to ask our supervisor instead of HR. Our supervisor said that's not something we can do for our positions. My coworker is still doing much more than an Office Assistant Sr should do according to the HR classifications. I feel that this is an abusive employment practice.

Maybe we could have employees estimate how much time they spend on each task on a weekly basis.

I requested a PDQ audit in my old department but you have to get your dean to sign off on it, and he wouldn't. I left that job, and then they did an audit and upgraded the position. That happens a lot, and staff are going to be resentful when it happens. It shows a lack of regard and respect for current staff, I feel.

There can be small detail but significant changes to a person's job duties tasks that do not qualify for the process of a major PDQ audit review and change, but that still have a noticeable effect on a person's job that year in comparison to how the information is related in the evaluation. There is no notation, documentation, or "update" process for tracking these outside of doing an Audit or the 5 (?) year required review/update.

PDQs are being updated, and things like overtime/ comp time are being taken away as a result. Sometimes updating a PDQ is good for UW but bad for employee.

They seem to be subject to interpretation.

When they spend money on a outside consultant it would be great to review what positions in the real world that they actually compared us with

The "other duties as required" does grant management too much flexibility. Also, changing technology causes some of these issues, as well as upper management not having a clue as to what actually happens around here.

I think PDQ's in general are a good way to evaluate what the employee should be accomplishing.

I have found that having a PDQ review done is a waste of time. If the division does not believe that an employee should be paid more, that employee will not be paid more. I have observed that people in power will get whatever they want around here while people who quietly go about their job will constantly be treated unfairly.

Seems that PDQs should be regularly reviewed as they were in the past (every five years was a requirement). Overall, I don't think people probably know they can request a review. If the position is upgraded the department has to come up with the money and that can't always be done. More than likely you won't get money from your division head to pay it so it is probably better to not evaluate in case it is upgraded. If its upgraded and there isn't the money for the upgrade the individual in the position is upset and then performance could be affected.

Pay upgrades need to be more consistent U.W. wide for similar positions.

I feel like sometimes we keep people in positions with inaccurate PDQs so we can pay them less. Someone with the skills required to do my job would be making 15k-18k more in Ft. Collins. I've looked.

Well, if an employee makes a PDQ review request to their supervisor/director and they don't want to talk to HR about it then that employee is pretty stuck.