Performance Evaluation and Development Plan Guidelines

The performance evaluation is intended as a means of evaluating individual performance, developing performance goals, fostering professional development, supporting the determination of merit increases, and meeting requirements for performance documentation.

The formal performance evaluation procedure (Refer to Performance Evaluation & Development Plan Cycle) includes the following steps:

1. **Planning Process**
   - Review/update job descriptions (as necessary)
   - Discuss and define new/revised Key Result Areas (KRAs)
   - Identify and record new/revised Performance Objectives (POs)
   - Designate *Skills & Abilities* as “Critical” or “Important”
   - Review and finalize with employee

<table>
<thead>
<tr>
<th>Key Result Areas and Performance Objectives</th>
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<td><strong>KRAs and Performance Objectives are:</strong></td>
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<tr>
<td>• Defined by the supervisor at the onset of evaluation period</td>
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<tr>
<td>• Fine-tuned and agreed upon by the employee</td>
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<tr>
<td>• Reviewed throughout the year</td>
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<td>• Adjusted when necessary</td>
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When creating KRAs ask yourself these questions:
- What are the key functions of the job?
- What is the bottom line for this position?
- What results must be delivered?

**KRAs typically:**
- Contain the three to five (3–5) most critical job functions
- Are the major headings on the job description
- Do not change from year to year

**Performance Objectives typically:**
- Define specific objectives of each job function
- Specify what successful performance looks like
- Should be specific/measurable where possible
- May change according to goals/events of the performance year

Create up to four (4) Performance Objectives (goals) associated with a Key Result Area.

Performance Objectives might contain these phrases:
- Complete ABC project within budget, according to established guidelines and schedule. Provide ongoing communication with project leader and other team members regarding project status.
- Meet established benchmarks outlined in 02-03 Handbook for Development Officers.
- Provide consistent first line of contact with donors and public according to pre-established service standards.
2. Informal Progress Meetings

- Supervisor and employee meet periodically throughout the year to discuss the employee's progress towards meeting performance objectives.
- Review/revise KRAs and POs as necessary.

3. Completing the Evaluation

- The supervisor completes an evaluation of employee performance on Form 1A-C using the following ratings and compensation guides:

<table>
<thead>
<tr>
<th>Description of Ratings</th>
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<tr>
<td>Superior</td>
<td>Performance consistently exceeds communicated performance objectives and contributes to organization’s success well beyond position requirements.</td>
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<tr>
<td>Meets Expectations</td>
<td>Performance consistently meets the standards, requirements, and objectives of the position.</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>Performance in one or more areas does not consistently meet the requirements, standards, or objectives of the position.</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>Performance is consistently below standards/requirements and meets few or none of the objectives of the position.</td>
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<tr>
<th>Relating Performance to Compensation</th>
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<tr>
<td>The University periodically provides for merit increases based on performance. The performance evaluation supports the determination of merit increases and provides the required documentation. In addition, merits should correspond with the Overall Rating on the performance evaluation form.</td>
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</table>

Merit-based employees (in open-ranges) are periodically eligible for a distribution from established merit pools, as determined by university administration and departmental leadership guidelines.

Step-based employees are eligible for increases at proscribed times and for proscribed steps and/or range adjustments, subject to bargaining agreements and budgetary constraints. Historically, step-based employees have been granted 1½ step, 1 step, ½ step or no increase, depending upon individual performance. The following guidelines were utilized for translating performance results into merit increases:

| 1½ Step Increase:                              | The employee exceeded most of the expectations of the primary job functions, resulting in an exceptionally high level of accomplishment. This represents superior work performance in which the employee consistently made contributions that were significantly above what was expected. |
| 1 Step Increase:                               | The employee consistently met the expectations of the primary job functions. While the employee sometimes exceeded or fell short of a job standard, his/her performance was generally on target or solid. |
| ½ Step Increase:                               | The employee’s performance needed improvement, but met most of the expectations of the primary job functions. Or, the employee consistently met the expectations of the primary job functions but a full step increase cannot be recommended because the employee is a step 4.5 of a five-step range or 5.5 of a six-step range or there is a lack of funds. |
| No Increase:                                   | The employee’s performance was unsatisfactory and therefore did not meet the expectations of the primary job functions. |
4. Supervisory Comments to Support Performance Ratings
   - Supervisors are encouraged to utilize the comments section to support the ratings, particularly when above or below “Meets Expectations.” The box below outlines the 2.5 Rule, a useful tool for structuring comments.

   2.5 Rule
   - Clearly describe the skill in succinct terms. (Use one full sentence)
   - Specifically explain the impact the skill has on performance. (Use one full sentence)
   - Cite at least one specific example where you observed this. (Use one “half” sentence)

5. AVC Review
   - Each supervisor sends (up the chain of command) completed evaluations to the appropriate AVC for review prior to meeting with employee.

6. The Performance Evaluation Review Meeting
   - The supervisor and employee discuss the written evaluation.

7. Development Plan Process
   - The employee and supervisor work together to create a development plan based on the performance review meeting.

   Development Plan Steps
   - Employee identifies Professional/Career Development Goals on Form 2.
   - Supervisor and employee discuss opportunities to enhance performance and professional development, then create a development plan related to the performance evaluation discussion.

8. Signatures
   - The employee’s signature indicates the evaluation has been discussed. The employee may elect not to sign form. The employee may provide comments concerning the evaluation or the process.
   - The supervisor signs the evaluation form and the development plan.

9. Forwarding Evaluations
   After evaluations and development plans have been completed and signed by employee and supervisor, the form is returned to AVC for signature. Send originals to EA Human Resources.