Office of Human Resources

STAFF PERFORMANCE EVALUATION GUIDE

The evaluation process is a key component of staff development and engagement.

Evaluation Highlights

According to <u>State Board of Higher Education Policy 604.3</u>, all benefited staff must have an annual evaluation. Although individual areas may have earlier deadlines, the <u>UND Salary Administration Policy</u> requires all staff annual evaluations must be completed and submitted to the Office of Human Resources each year by **March 31 by 4:30pm**.

The evaluation process is a key component of staff development and engagement. It is designed to provide a fair assessment of a staff member's job performance, including both outcomes and behaviors. Evaluations offer dedicated time to recognize accomplishments, provide constructive feedback, encourage growth, and support continued success. This process creates an opportunity for supervisors and staff to reflect on performance over the previous year and to plan goals for the year ahead. Annual evaluations should document the ongoing conversations, challenges, and recognition that occur throughout the year, there should be no surprises for the staff member. Providing each other with honest and valuable feedback provides a sense of belonging and purpose, reduces uncertainty, thereby increasing motivation.

Staff members on an approved leave of absence from the end of the calendar year to the evaluation due date will be required to have a performance evaluation completed upon their return to work.

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Staff who had a probationary performance review between September and December of the year prior or any staff currently in their probationary period are not required to have an annual evaluation completed.

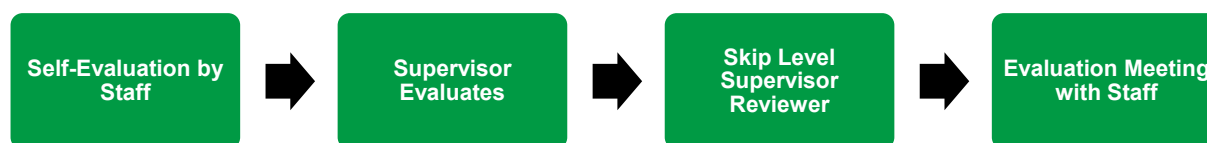The evaluation process and related responsibilities are detailed below.

Understanding Performance Ratings

Two ratings may be assigned to a staff member during the evaluation by the supervisor.

- Does Not Meet
    - Must be supported by specific examples of performance gaps
    - A formal performance improvement plan (PIP) already in place, or one is being created in collaboration with the divisional Human Resources manager, and must be discussed in the evaluation meeting.
        - PIPs must outline goals and the development activities must be designed to support improvement.
    - A Does Not Meet precludes the employee from receiving any increase in their salary.
- Meets
    - The staff member is performing the duties and responsibilities as expected or the staff member exceeded expectations
    - Supervisors should document specific examples to illustrate how the staff member met or exceeded expectations.

The evaluation process consists of four steps.

The evaluation process and related responsibilities are detailed below.

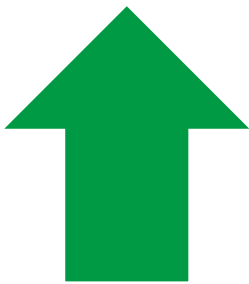| Self-Evaluation by Staff | → | Supervisor Evaluates | → | Skip Level Supervisor Reviewer | → | Evaluation Meeting with Staff |

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Step 1: Self-Evaluation By Staff

1. The staff member receives a copy of their position description alongside their blank evaluation form.
   a. **The position description must be reviewed** prior to the completion of the evaluation tool to ensure accuracy of duties. If updates are made, the revised position description **must** be attached to the final evaluation tool submitted to Human Resources (with changes noted/highlighted).
2. The staff member reviews position description:
   a. Does it accurately reflect the duties and responsibilities? If not, the staff member will note areas of question or items they feel do not belong and/or additional items that they feel should be included and discuss with their supervisor.
3. The staff member completes the self-evaluation commentary beneath each major duty/responsibility (taken from their position description) in the "Employee Comments" section.
   a. If the employee has a flexible hybrid work arrangement (FWA) or remote worksite agreement, the evaluation and review of the agreement/arrangement will be documented as a major duty/responsibility on the document to adequately reflect the agreement.
4. The staff member completes the open comment box at the end of their evaluation.
   a. Discussing how they believe their overall performance has gone and provide feedback about the department in general.
   b. Provide comments on what they feel is going great.
   c. List any process improvement items or suggestions.
   d. Include any goals they have for the upcoming year.
   e. Make sure to provide any documents that would support their comments, such as any positive feedback, emails/letters received by a customer or other employee regarding their performance.
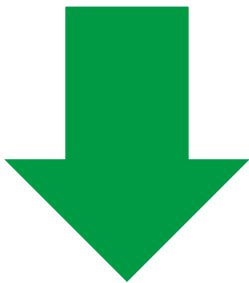
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5. The staff member reflects on the entire year when providing comments, providing specific examples rather than general statements.
   a. Example: Instead of a general comment such as the one in the example below, use something such as, "I consistently go above and beyond to ensure our team operates at an optimal level by staying late, staying positive, and helping others whenever it could contribute to our team goals or deadlines.

Do
- Be specific
- Include any accomplishments, projects, or extra duties
- Describe any areas you went above and beyond.
- List areas of concern, or struggles you've experienced that you'd like additional focus or training on.

Don't
- Choose either "Meets" or "Does Not Meet". This section is reserved for your supervisor.
- Make vague statements such as "I did a good job." or "The year went great, I met all deadlines."

6. The staff member *does not sign the evaluation* at this point.
   a. Their supervisor will complete their part and set up a time to review with the staff member. After the review, signatures will be collected.
7. The staff member sends the completed self-evaluation and reviewed position description back to their supervisor.

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Step 2: Supervisor Evaluates

1. The supervisor will make comments and assign a "meets" or "does not meet" in each of their major areas of responsibilities.

    a. If an staff has a major area of responsibility in which they frequently partner with a cross-functional team (i.e. records, finance), the supervisor should solicit feedback from leaders in those respective areas.

    b. When giving a "Does Not Meet" expectations rating:

        i. The supervisor must provide *specific examples* of why the staff is not meeting expectations.

        ii. Supervisors should consider the staff member's overall performance throughout the evaluation period, including any required performance improvement plans, corrective letters, warnings, or other documented performance actions, and how these issues influenced performance in the applicable evaluation categories.

        i. There must be a formal performance improvement plan (PIP) already in place, or one must be developed in collaboration with the Divisional HR Manager.

            1. This must include goals detailing what development will occur to assist the staff in being successful.

            2. The PIP should be shared during the evaluation discussion.

        iii. Receiving a Does Not Meets rating means the individual will not be eligible for a salary increase, and this should be communicated during the evaluation process.

    c. When giving a "Meets" expectations rating:

        i. This rating recognizes the *staff for doing what the University hired them to do* and recognizes that they are meeting the expectations of their position.

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    ii.   This may also indicate that the staff has exceeded expectations during the evaluation period. The supervisor will ensure to include specific examples in their comments to illustrate how. This is a great opportunity to reiterate positive recognition of a job well done as well as a time to share comments on project work, improvement efforts, and tasks completed that were within or went above and beyond their typically assigned duties.

2.   The supervisor sends the completed evaluation form to the skip level reviewer.

Step 3: Skip Level Reviewer

The staff's supervisor reviews the staff evaluation with their leader (the skip level reviewer) prior to the document being presented to the staff member.

The skip level reviewer ensures the evaluation is balanced, appropriate, and within their respective unit.

The reviewer may add comments for the staff such as thank you, project comments, etc.

The reviewer signs as the "reviewer."

The ski reviewer returns the completed evaluation form to the supervisor.

Step 4: Evaluation Meeting With Staff Member

1.   The supervisor will schedule a time to meet with staff face-to-face, or, for individuals who work 100% remote, use Zoom or Teams

    a.   Set aside ample time to thoroughly review and to avoid feeling rushed. The meeting should take place in a location free from interruptions.

    b.   Time should be provided for the staff to provide feedback on their position, comments, concerns and questions about their role, the department, the supervisor and division.

    c.   The supervisor will send a completed copy *prior to the meeting* for the staff to review.

2.   The supervisor and staff meet and discuss the past year and develop goals for the next year.

3. The supervisor and staff finalize the evaluation document to include the newly developed goals and all feedback.
4. Supervisor and staff sign evaluation.
   a. The staff has the right to attach any supporting document to the evaluation they choose.
5. Supervisor sends signed evaluation to Human Resources via UND.annualevaluations@UND.edu.

Office of Human Resources

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