Staff Evaluation Guide

The evaluation process is a key component of employee development and engagement. The evaluation is designed to provide a fair assessment of an employee’s job performance of both outcome and behavior. Evaluations provide time to recognize, engage, encourage, and grow. This is an opportunity for the supervisor and employee to connect regarding performance over the course of the previous calendar year and plan goals for the upcoming year. Providing each other with honest and valuable feedback provides a sense of belonging and purpose, reduces uncertainty, thereby increasing our motivation.

Evaluation Reminders:

- All staff must have an annual evaluation according to State Board of Education Policy. (If the employee is on probation, this timeline does not apply.)
- Although individual areas may have earlier deadlines, the UND Salary Administration Policy indicates all staff annual evaluations must be completed and submitted to the Human Resources office each year by March 31st.
- Any employee who had a probationary performance review completed between September and December, does not need to have an annual evaluation done.
- 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 HR (with changes noted/highlighted).

The evaluation consists of a four-step process:

**Step 1: Self-Evaluation by Employee**

1. Employee receives a copy of their position description along with their blank evaluation form.
2. Review position description. Does it accurately reflect the duties and responsibilities? If not, please note areas of question or items you feel do not belong and/or additional items that you feel should be included and discuss with your supervisor to have revised.
3. Complete a self-evaluation by commenting under each major duty/responsibility (*taken from your position description*) in the “Employee Comments” section.
   a. When making comments, be sure to look at the past year in its entirety and be specific. Make sure to include any accomplishments, projects or extra duties, any areas where you went
above and beyond that you want to highlight. Also list any areas of concern or struggles you’ve experience that you would like additional focus or training on.

b. Please refrain from vague statements such as “I did a good job” or “The year went great, I met all deadlines” instead comment “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”

4. Do not assign yourself a rater. This section is solely for your supervisor to complete. Here is what to expect regarding the raters.

a. If a 1 or 2 rater is assigned, there must also be a detailed goal to develop the skills gap or concern OR a full performance improvement plan (PIP). Your HR Manager can assist in both. If a PIP is developed, your HR Manager and UND HR must review prior to employee receiving it and the signed document must be submitted with the evaluation. The comments must reflect specific examples of why the employee is not meeting expectations.

b. If a 4 or 5 rater is given, the supervisor must give specific details as to why. What was the project, extra duties, etc. that were over and above their assigned duties. These rates should not be the norm. These should be given in very rare circumstances.

c. Giving a 3 rater is the norm. This means that the employee is meeting the expectations of their position. This is what we hire them to do. You must provide feedback for these raters.

5. Complete the open comment box at the end of your evaluation. Discuss how you feel your overall performance has gone and provide feedback about the department in general. What do you feel is going great? Any process improvement items or suggestions can be listed here. Any goals you have for the upcoming year can be included.

6. Do not sign the evaluation at this point. Your supervisor will complete their part and set up a time to review with you. After the review, signatures will be collected.

7. Send completed self-evaluation and reviewed position description back to your supervisor.

Step 2: Supervisor/Leader Evaluates

1. Once receiving the completed self-evaluation back from employee, the supervisor will make comments and assign a 1-5 rater in each of their major areas of responsibilities.

a. If an employee 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. Rater Clarification:

i. If a 1 or 2 rater is assigned, there must also be a detailed goal to develop the skills gap or concern OR a full performance improvement plan (PIP). Your HR Manager can assist in both. If a PIP is developed, your HR Manager and UND HR must review prior to employee receiving it and the signed document must be submitted with the evaluation. The comments must reflect specific examples of why the employee is not meeting expectations.

ii. If a 4 or 5 rater is given, the supervisor must give specific details as to why. What was the project, extra duties, etc. that were over and above their assigned duties. These rates should not be the norm. These should be given in very rare circumstances.
iii. Giving a 3 rater is the norm. This means that the employee is meeting the expectations of their position. This is what we hire them to do. This is a great opportunity to provide positive recognition of a job well done. Comments are required by the supervisor for this rater.

2. Supervisor provides a copy to the skip level reviewer

**Step 3: Skip Level Reviewer**

1. The supervisor reviews the employee evaluation with their own supervisor, **prior to** the draft document being presented to the employee.
2. Skip level should review for balance and appropriateness.
3. Skip level may want to add comments for the employee regarding thank you, project comment, etc.
4. Skip level signs as the “reviewer” and returns to supervisor.

**Step 4: Evaluation Meeting with Employee**

1. Supervisor will schedule a time to meet with employee.
   a. Establish a one on one meeting either face to face or, when appropriate, use Zoom or Teams
   b. Set aside ample time to thoroughly review and to avoid feeling rushed.
2. Send a draft copy ahead of time to the employee to review.
3. Meet with the employee. Discuss the year and develop goals for the next year.

Questions or concerns should be directed to your HR Manager.