

STAFF PERFORMANCE EVALUATION GUIDE

Human Resources & Payroll Services



Annual Performance Evaluation Guide for Benefited Staff

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 motivation.

Evaluation Highlights

- All benefited staff must have an annual evaluation according to [State Board of Higher Education Policy 604.3](#).
- 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](#).
- Staff who had a probationary performance review completed between September and December or any staff currently in their probationary period are not required to have an annual evaluation completed.
- Employees who are 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
- 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 annual evaluation consists of a four-step process:

- Step 1: Self-Evaluation by Employee
- Step 2: Supervisor Evaluates
- Step 3: Skip Level Supervisor Review
- Step 4: Evaluation Meeting with Employee

Each step of the evaluation process is outlined below with detailed responsibilities along with rater clarification for the employee, supervisor, and supervisor's-supervisor (skip level).

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 experienced 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. When a 1 or 2 rater is given, there should be a formal corrective action plan already in place, or one is being developed to be attached to the evaluation. These plans will include goals detailing what development will occur to assist the employee in being successful.
 - b. If a 4 or 5 rater is given, the supervisor will provide specific details as to why. These raters are not the norm and are reserved for employees who consistently exceed job performance expectations.
 - c. Giving a 3 rater is the norm. This means you are meeting the expectations of your position. This is what you were hired to do.
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 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. When a 1 or 2 rater is given, you must provide specific examples of why the employee is not meeting expectations. There should be a formal corrective action plan or performance improvement plan (PIP) already in place, or one must be developed and attached to the evaluation. This must include goals detailing what development will occur to assist the employee in being successful. Please work with Human Resources to develop the improvement plan prior to presenting with your employee.
 - ii. If a 4 or 5 rater is given, you must give specific details as to why. What was the project, extra duties, etc. that were over and above their assigned duties? These raters should not be the norm. These raters are reserved for employees who consistently exceed job performance expectations.
 - 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. Comments of their performance must be provided. This is a great opportunity to provide positive recognition of a job well done.

2. Supervisor provides a copy to the skip level reviewer

Step 3: Skip Level Supervisor Reviewer

1. The supervisor reviews the employee evaluation with their own supervisor, **prior to** the 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 such as thank you, project comments, 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 copy ahead of time to the employee to review.
3. Meet with the employee. Discuss the year and develop goals for the next year. Finalize the evaluation document to include the developed goals.
4. Supervisor and employee sign evaluation.
5. Supervisor sends signed evaluation to Human Resources.

Questions regarding the annual performance evaluation process should be directed to your Divisional Human Resources Manager.