

INSTRUCTIONS FOR COMPLETING 2019-2020 PERFORMANCE EVALUATION FORM

The 2019-2020 Performance Evaluation form combines aspects of the Staff Non-Exempt Employees form (generalized assessment of performance factors, although now more condensed while still broadly germane; progress on 2019-2020's goals [Section A on the old form]; and record of 2020-21 goals [previously Section C]) and the Administrative Exempt Employees form (performance expectations and measures narrative).

The performance review is a component of USD's Performance Management System which encourages continuous interaction, ongoing development, and "real-time" orientation. The review is conducted at a dedicated time between supervisor and employee. The review is meant to promote meaningful discussion, honest assessment, and aspirational development; to acknowledge accomplishments, achievements, and superior performance; and to establish pathways for refinement, growth, and a high level of job (and personal) satisfaction.

The employee's job performance is evaluated on core competencies, goals, and measurable results established by the supervisor and employee on an annual basis. USD's Performance Management System requires the supervisor and employee to partner in the identification of how the employee will be directed and best utilized to accomplish the annual goals.

Typically, the employee will complete their self-evaluation first and submit this to their supervisor. The supervisor will then complete their evaluation of the employee's performance and arrange an evaluation meeting with the employee to discuss their ratings. In some departments, the second level manager will want to review evaluations before the evaluation meeting to ensure that ratings are being awarded consistently across departments—speak with the second level manager to clarify their preference *in advance*. At the evaluation meeting, or at another arranged meeting, the employee and supervisor will establish performance goals for the next evaluation cycle and a development plan.

The instructions below outline how each of the sections on the new evaluation form should be completed.

Section 1: Performance Factors

This section identifies performance factors, work characteristics, and standards of behavior demonstrated in the employee's conduct of their job responsibilities and in the advancement of the division's goals. Employees are held accountable for assuring that, in addition to completing their objectives, the objectives are completed in a manner that demonstrates the core values of the university and the division. The employee's performance is rated on a scale of **5** to **1** with **5** signifying Extraordinary Achievement, **4** is High Achievement, **3** is Expected Performance, **2** is Fair & Developing Performance, and **1** is Unsatisfactory Performance. Definitions for these ratings are on the last page of the evaluation form.

Performance Factors for Management and Supervision are specific to those in a managerial or supervisory position. Employees who are departmental managers, project managers, and/or those in a leadership position should complete the Management portion. Employees with direct reports and/or employees who supervise and assess the performance of student workers should complete

the Supervision portion. The Budget Manager portion is specific to the division's Finance representative.

The comments portion allows for elaboration, qualification, and/or quantification of performance factors in Section 1. While written comments may be kept brief, they should be discussed in greater detail during the performance conversation. Supporting comments are required for ratings 5 (Extraordinary Achievement) or 1 (Unsatisfactory Performance).

Section 2: Evaluation Results on Previous Year's Goals

This section identifies the major goals and objectives that were established in last year's evaluation to be accomplished during this performance evaluation period. For staff employees, these goals were articulated in Section C of the old form. These goals are derived from the goals that have been established for the division, department, or unit. The performance expectations and measures provide the employee with a clear statement of the method(s) that will be used to quantify his/her performance and a method of self-evaluation.

The employee should provide a brief comment identifying their performance results and a self-rating. Employee should indicate whether the goal was fully met, partially met, or not met. "Partially met" is meant for goals that, in order to complete, will extend beyond the review period/fiscal year. There could be many reasons that a goal may be rated as "Not met," including a shift in departmental priorities. Provide clarifying statements/explanations in the comments section.

Section 3: Summary of Overall Performance and Supervisor/Employee Comments

The supervisor will complete the first part of this section, providing the employee with a brief summarization of their performance during this review period. The supervisor will also confirm by checking either Yes or No, if required training has taken place, if the job description needs updating, and if a Performance Improvement Plan is needed. Submission of a job description does not constitute consideration for a reclassification. There is an established process for reclassifying positions. Please contact Human Resources for information.

The employee may include their comments at the time they submit their form to their supervisor or, upon request, add them to the completed form following the performance review meeting. Supervisor and employee will also sign the document; however, the employee's signature only acknowledges receipt of the documentation and does not indicate agreement. The form will be routed for next level manager's signature.

Section 4: Setting Next Year's Goals and Professional Development Plans

The supervisor and employee will complete this section either at the initial evaluation meeting or at a second meeting arranged between them. They will discuss and agree upon the goals for the next evaluation period (Section C of the old staff form), specifying how these goals will be measured and assessed. Additionally, they will discuss Professional Development Plans that can be accomplished within the next year. Following the finalization of these goals, the supervisor should ideally meet with the employee on a quarterly basis to assure that the employee and supervisor are well informed on the progress of these goals.