Boston University

Performance Evaluation Program

Administrative Employees Exempt and Non-Exempt

(excludes staff covered by Collective Bargaining Agreements and Certain Contracts)

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Performance Evaluation Program Schedule

Please note that the submission deadline for performance ratings and recommended increases is critical. We appreciate your commitment to meeting the deadlines as specified on the HR website: https://www.bu.edu/hr/manager-resources/performance-management/performance-evaluation-program/administrative-employees-exempt-and-non-exempt-excluding-staff-represented-by-collective-bargaining-agreements/

Please contact the Human Resources Business Partner for your school/college/department with any questions, or for guidance and training on completing the Performance Evaluations.

If you are not sure who your HRBP is, the list can be found here: http://www.bu.edu/hr/home/contacts/

Completed BUPEP forms are due to you Human Resources Business Partner. Forms are ONLY accepted in electronic format, paper copies will not be accepted.

Forms are to be named using the following convention, scanned separately and sent to the appropriate HR Business Partner using Secure DataMotion in Outlook:

UID.Last Name.First Name.PEP2017.pdf

Frequently asked Questions and Answers

1. Q. *Why is the performance evaluation process being conducted?*

   A. The performance evaluation process is a key tool in helping managers to evaluate the performance of employees, inform them of how well they are performing their job duties, and discuss how their goals align with overall department and University objectives.

2. Q. *Who will be evaluated during the 2017 performance evaluation process?*

   A. All current administrative employees (exempt and non-exempt, excluding staff represented by Collective Bargaining Agreements and certain contracts) and exempt employees who were hired on or before September 30, 2017.

3. Q. *Who should evaluate the employee?*

   A. The supervisor/exempt staff member responsible for the daily supervision of the employee should prepare the evaluation and discuss it with the employee.

4. Q. *What period of time should these evaluations cover?*

   A. The performance period is January 2017 through the date of the evaluation. For new employees hired in 2017, the performance period begins on the date of hire.

5. Q. *What are the essential steps of the performance evaluation process?*

   A. The process begins with the supervisor reviewing the position responsibilities, duties, and knowledge required by the individual's position, as well as the goals set in the last performance evaluation. The position description can be found in SAP.

   Next, the supervisor rates the employee’s performance on a 1-5 scale, and describes the employee’s achievements against performance expectations, as well as areas for development.

   The comments should include specific examples wherever possible of performance, and the supervisor's evaluation of those areas which either exceeded expectations, or fell short of the expected level of performance. Where internal department processes require, the supervisor should forward the review to the appropriate Dean, Director or Department Head for review.

6. Q. *When should I talk to my employee about his/her performance evaluation?*

A. After the Performance Evaluation forms have been completed and performance ratings are approved by the appropriate Dean, Director or Department Head, the supervisor should meet with each employee to discuss the evaluation.

At this meeting, the supervisor should discuss the results of the performance evaluation with the employee, and establish goals for the coming year. At the end of the meeting, the employee should be given time to comment on the evaluation and sign the Performance Evaluation form and return it to the supervisor. If the employee declines to sign the form, a note may be added indicating that a performance evaluation review meeting was held, the date of the meeting, and that the employee declined to sign the form. The form should then be forwarded to your Dean, Director or Department Head, who will submit it to Human Resources.

7. Q. *Can we modify the University Performance Evaluation form?*

A. No, the form should not be modified; however additional feedback may be provided via a separate Word document and attached to the review.

8. Q. *Is this form used to evaluate faculty who have administrative responsibilities?*

A. No, faculty members are evaluated as part of separate process.

9. Q. *Can employees complete a self-evaluation?*

A. Yes, although not required, a manager or supervisor may offer an employee the opportunity to complete a self-evaluation. The self-evaluated may be “cut and pasted” into the “Goals and “Accomplishments” section, or attached as a separate document.

10. Q. *Where can I access the Performance Evaluation Forms?*

A. The forms (both exempt and non-exempt staff) can be accessed on the Human Resources website. The forms are in Word and PDF format and can be downloaded and saved to your computer. The forms will have text field boxes for you to enter information. The standard sections of the forms are not modifiable. There is a separate form for non-exempt staff (grades 21-26) and exempt staff (grades 51 and 71 and above). Staff covered by a collective bargaining agreement are not included in this review.

11. Q. *What do rating codes 98 and 99 mean on the ECM rating scale?*

A. 98 means that the employee is not available to rate - - for instance, they have resigned, transferred, etc. By using code 98, you are signifying that there is no rating due to a change with the employee.

99 means that the employee was hired after August 1 of the evaluation; such a recent hire is very difficult to evaluate, so you may enter code 99 to indicate that the employee was hired after August 1.

http://www.bu.edu/hr/documents/Performance_Evaluation_Administrative_Employees_Exempt.docx

http://www.bu.edu/hr/documents/Performance_Evaluation_Administrative_Employees_Non-Exempt.docx

Preparing the Performance Evaluation Form

Check List:

- Review the Position Description before rating the employee.
- Review the goals established for the performance period last year before writing the evaluation.
- Where internal process requires, consult with your Dean, Director or Department Head before meeting with the employee.
- Evaluate the employee on the performance of his or her duties as described on the position description, against goals established for the performance period, and against performance expectations.
- Use concrete and representative examples of performance wherever possible.
- Review the rating scale and criteria for each rating to ensure your evaluation is appropriate.
- Consider the entire performance review period in making your evaluation.
- Rate each employee on actual past performance and not on potential performance.
- Base performance comments on instances of performance which you have either observed or which have come to your personal attention.
- Identify areas of growth and development.
- Establish goals with expected outcomes for the upcoming performance period.

The Performance Evaluation Review Meeting

What is a Performance Evaluation Review Meeting?

A review meeting is a one-on-one, in person meeting between the supervisor and employee to discuss the employee's performance. It is a mutual discussion of how well the employee met his or her goals, how to enhance impact and effectiveness, and future development needs.

The review meeting usually involves the supervisor in two different roles: evaluator and coach. As the evaluator, the supervisor assesses the employee's work, measures results against expectations, and prepares a written evaluation.

As coach, the supervisor's advises the employee and assists in addressing work- related challenges. In the coach role, the supervisor can help the employee to weigh alternatives, consider consequences, or suggest specific actions to improve outcomes or enhance performance.

How Does the Supervisor Prepare for the Meeting?

There are several things a supervisor can do to ensure the performance evaluation discussion is productive:

- Review the Position Description
  This helps to refresh your understanding of the duties and responsibilities of the position.
- Review the goals established at the last evaluation, and the employee's achievements against those goals.
- Notify the Employee
  Provide the employee with advance notice of the date and time and purpose for the meeting so he or she can prepare as well.
- Arrange an Appropriate Setting
  The setting for the meeting often reflects the importance of the meeting to the supervisor. A location should be selected that is free of telephone or visitor interruptions. This should signal to the employee that the meeting is a serious priority and not just a procedural formality.
- Arrange a Convenient Time
  A performance discussion meeting typically lasts 45 minutes to an hour.
- Prepare Outline/Agenda for the Meeting
  Pre-planning issues to be discussed helps to make the discussion productive. An outline can help to focus on the content, manage time appropriately, and ensure that all salient points are covered.
- Prepare a Copy of the Completed, Signed Evaluation for the Employee
  A copy of the completed, signed Performance Evaluation form should be given to the employee either during or after the meeting.

What Happens During the Performance Evaluation Review Meeting?

The meeting should focus on:

- Past performance against goals and expectations;
- Goals for the upcoming performance period;
- The employee's development (acquisition of specific skills, on the-job training, growth opportunities, areas for performance improvement)

The outcome of this discussion should be a clear understanding of the employee's achievements during the performance period, strengths and development areas, and how the employee can improve his or her impact going forward.

Meeting with The Employee

Check List:

- Meet with the employee in a private place with uninterrupted time to discuss the evaluation.
- Allow the employee to read the form.
- Be specific in your discussion with the employee about his or her strengths and development areas.
- Clearly indicate what kind of improvement you wish to see and how that employee could meet your expectations.
- Coach the employee on how to strengthen his or her impact.
- Allow the employee the opportunity to tell you how he or she feels he or she is performing.
- Have the employee sign the form to verify that they have received it and understand it will be placed in their employment file. (Should an employee not want to sign, you may sign for them “Employee declined to sign.” then date the note and add your signature.)