Employee Performance Evaluation
Supervisor's Guide

Purpose:

To provide an organized way of measuring, recording and improving the effectiveness and career development of Western's Staff on an annual basis. It is intended to provide an interactive opportunity to support the employee by reviewing, evaluating, and clarifying:

- Job responsibilities
- Performance/accomplishments
- Expectations

- Work environment barriers
- Training and equipment needs
- Future goals and objectives

Roles and Responsibilities:

Human Resources (HR):
- Provide guidance in how to effectively conduct a performance evaluation
- Provide EPAS User training
- Review and maintain the employee's official performance evaluation on file
- Set up the initial performance evaluation in the EPAS system

Supervisor:
- Appropriately and timely evaluate assigned staff on an annual basis
- Facilitate discussion about performance on an regular basis
- Provide employees the necessary resources and tools identified to facilitate performance growth
- Creates the performance evaluation in the EPAS system

Staff Employee:
- Actively participate in the performance evaluation process
- Seek regular feedback
- Utilize resources and tools provided to achieve goals and objectives established

Records:

All performance evaluations with original signature and any additional employment related documents pertinent to the evaluation must be forwarded to HR to be placed in the employee's personnel file. Only then can these documents be considered part of the employee's official record. Departments should provide a copy to the employee and may keep a copy in a secured and confidential department file.

Revised 3/7/2016

Employee Performance Appraisal System (EPAS)

Table of Contents

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Preliminary Meeting Discussion

Materials/Information needed:

- Job description
- Previous employee evaluation (2 copies)
- Employee Performance Evaluation Criteria Form – (2 copies)
- Selecting Evaluation Criteria – Page 4 (2 copies)
- Participant Selection Form – Page 5 (2 copies)

Recommended Discussion Items:

☐ **Discuss** the evaluation process.

- Evaluation will be completed on-line with new electronic system on an annual basis
- Additional participants (i.e. peers and staff) may or may not be included in the evaluation; that is for the supervisor to determine after discussing with employee
- What the roles of each participant are (see page 1)
- Importance of meeting due dates to complete the evaluation in a timely manner
- Questions and concerns about the process can be addressed with the Employee and Labor Relations team x4065

☐ **Determine** if changes to the job description are necessary.

☐ **Review** the *Participant Selection Form* and begin the discussion of whom, if any of the two groups, should be invited to participate.

☐ **Review** the *Selecting Evaluation Criteria* with the employee.

☐ **Provide** employee with a copy of the *Performance Evaluation Criteria Form, Selecting Evaluation Criteria, and Participant Selection Form* to review and select the criteria and participants he/she feels is appropriate for the evaluation.

☐ **Provide** employee with a copy of the goals established in the previous evaluation. Advise the employee that he/she should review these goals prior to completing the Self Evaluation and that these will be used by you to complete the Final Evaluation Report.

☐ **Determine** timelines with employee and make any necessary changes.
Once the supervisor creates the evaluation form in the EPAS system, participants are automatically provided a two week due date (this is not a hard line date and so the evaluation may be submitted after the due date). When all participant evaluations are done, the supervisor will then have access to complete the final evaluation report.

Selecting Evaluation Criteria

A feature of the EPAS program is the performance criteria "value" menu. The supervisor and employee being evaluated have the ability to select evaluation criteria that is specific to and reflective of the responsibilities and work performed by the employee.

Review Current Job Description

To effectively select evaluation criteria the supervisor and employee must first have an understanding of the work performed and the responsibilities assigned. Therefore, it is important to begin by reviewing the current job description. It is also the responsibility of the supervisor and employee to make changes to the current job description to accurately reflect the current duties assigned.

Select Evaluation Criteria that Best Reflects Job

Once there is agreement about the work assigned, the supervisor and employee should review and select evaluation criteria that best reflects the assigned work and responsibilities.

Avoid Evaluating When Selecting Criteria

It is important to avoid evaluating at this point. For example, when looking at the "Communication" criteria, the determination of whether to include this value in the evaluation should not be influenced by whether the employee will be positively or negatively evaluated on it. The determination should be whether the value applies to the role and responsibilities of the position.

Number of Criteria to Select

There is no right or wrong number of criteria to select but it is recommended to have at least 10 – 20 depending on the position being evaluated.

If there is a desire to cut down or add to the number of criteria being considered, the supervisor should consider those most important to the employee and whether a criterion is directly or indirectly related to the position when making a final decision. Part of the consideration may be to agree to evaluate certain criteria during the next review period that is not included in this evaluation.

Participant Selection Form

Selecting Evaluation Participants

The definitions below are provided to assist the supervisor and employee to identify appropriate individuals to participate in the formal performance evaluation. <u>Additional participants are not required</u>; however, the employee's self-evaluation is required at a minimum. Additional participants are encouraged to give a broader perspective on the employee's performance.

If the supervisor decides to include additional participants, the supervisor and employee should discuss a list of peer and staff evaluators to be considered. The recommended number is at least 3 in each group to keep participant responses as anonymous as possible. <u>The final list is determined by the supervisor.</u>

Peer Evaluators

A peer is a WWU employee who works closely with the employee being evaluated. They are either a co-worker, a benefactor of the employee's work or involved in the employee's work flow in or outside of the employee's department. A peer does not supervise or report to the employee being evaluated.
It is recommended that peers selected are those that have at least one year work experience with the employee being evaluated and will provide constructive feedback.

Please list individuals to consider as Peer Evaluators:

1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

Faculty/Staff Evaluators

Faculty/staff evaluators are individuals who are directly supervised by the employee being evaluated and those that the employee is responsible for but may not directly supervise. If the list is less than three individuals, the supervisor completing the evaluation should inform those individuals that ratings and comments provided in the evaluation are more difficult to keep anonymous when there are only 2 individuals participating in the Faculty/Staff evaluation section.

Please list individuals to consider as Faculty/Staff Evaluators:

1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

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Completing the Final Evaluation Report

While the participants are completing the evaluation form:

- ☐ **Collect relevant performance material.**
  - ✓ Employee's job description
  - ✓ Documented matters pertaining to the employee's performance that have developed since the previous evaluation
  - ✓ Employee's previous evaluation
  - ✓ Previously established goals

After the participants have completed the evaluation:

- ☐ **Print out** the employee's Self-Evaluation and Comment Summary Report from the EPAS system. See page 19 "Accessing Reports."

- ☐ **Review the collected information and consider:** (See Page 8 for template to complete)

  - ✓ What were the most significant accomplishments?
  - ✓ What were the employee's greatest strengths?
  - ✓ What were the employee's most serious challenges and barriers?
  - ✓ What are the employee's greatest needs for improvement?
  - ✓ Where does the employee need to strengthen competencies?
  - ✓ Where can the employee take strengths to the next level of mastery?

- ☐ **Determine a message or theme you want to communicate**.
  This will help guide your written assessment and keep your conversation with the employee focused on the most critical matters.

- ☐ **Access the EPAS system to complete an initial draft of the Final Formal Evaluation.**
  See page 15 to access system.
  Providing specific examples to support all levels of ratings is strongly encouraged. This will assist in the discussion of the Final Evaluation with the employee.

- ☐ **Review the draft to determine if the assessment:**
  - ✓ Is consistent with feedback given during the past year.
  - ✓ Includes specific examples.
  - ✓ Reflects performance throughout the year and not just recent months.
  - ✓ Is honest, clear and factual; not communicated in vague terms.
  - ✓ Is balanced with praised accomplishments and areas for improvement or growth.
  - ✓ Does not address performance that was impacted due to protected leave.
  - ✓ Includes expectations and specific goals.
  - ✓ Specific suggestions for training, support and development.

Conducting the Employee Evaluation Meeting

☐ **Schedule a meeting with the employee to review the Final Formal Evaluation.**
This should be no less than an hour.

☐ **Provide employee a copy of the draft and Comment Summary Report.**
Allow the employee to review your draft evaluation and the Comment Summary Report in advance of the meeting.

☐ **Prepare an outline for meeting that includes the following:**
✓ Most valued strengths
✓ Critical performance areas needing improvement (consider using criteria that received lowest average ratings)
✓ Competencies most in need of development (i.e. knowledge in certain areas)
✓ Expectations and goals.

☐ **Rehearse.**
Practice what may be difficult topics. Include questions for the employee in the outline. The meeting should be an interactive dialogue, not a monologue.

☐ **Conduct performance appraisal meeting with employee.**
✓ Follow prepared outline.
✓ Make an effort to actively listen to and engage the employee in the discussion.
✓ Reserve the right to make or not make changes to the Final Evaluation; consider alternative language.
✓ Restate performance expectations if necessary.
✓ Review how best he/she receives feedback and recognition.
✓ Discuss appropriate goals to be assigned for the next year.

☐ **Complete Final Evaluation.**
✓ Make any final edits if necessary.
✓ Print and sign the evaluation.
✓ Have the employee sign.

If the employee refuses to sign: The employee's signature does not indicate the employee agrees with the evaluation, it is merely an acknowledgement that the evaluation has been discussed. Should the employee refuse to sign the evaluation simply give him/her a copy and note on the evaluation that the employee refused to sign and initial and date this statement.

The evaluation informs the employee of his/her right to respond to the evaluation and to have that response included in the permanent record.

☐ **Route the Final Evaluation.**
✓ Forward the completed evaluation to the reviewing official (your supervisor) for review and approval.
✓ Make 2 copies; one for the employee and one for your file.
✓ Send copy with <u>original signatures</u> and any additional employment related documents pertinent to the evaluation to Human Resources MS-9054.

Preparing for the Draft Final Evaluation Report

What were the employee's most significant accomplishments?

What were the employee's greatest strengths?

What were the employee's most serious challenges and barriers?

What are the employee's greatest needs for improvement?

Where does the employee need to strengthen competencies?

Where can the employee take well-done competencies to the next level of mastery?
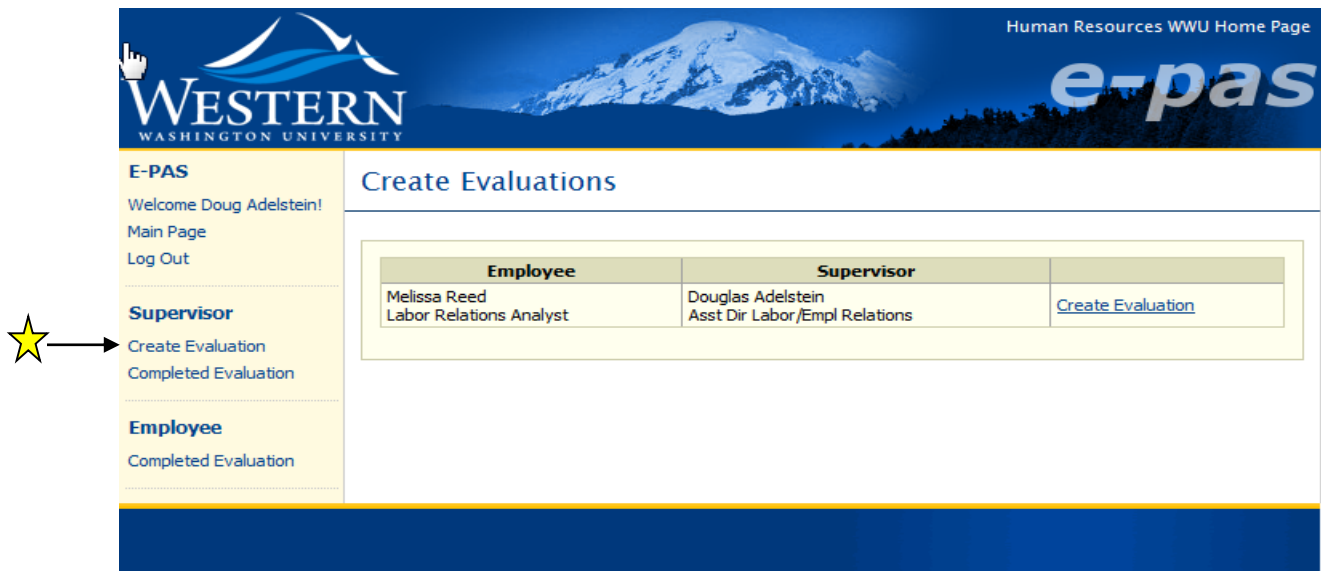
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EPAS Rating Key

    (1) Not meeting expectations in this area; improvement required
    (2) Performance is satisfactory in general but has room for improvement
    (3) Performance is effective; meets expectations in a competent and professional manner
    (4) Performance is effective and at times exceeds expectations
    (5) Performance is effective and frequently exceeds expectation
  (N/A) Not applicable not observable

Comment Box:
This area should be used to give examples and impact of performance whether positive or negative. If giving a rating of 1 or 2, evaluators are encouraged to provide a comment to support the lower rating.

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Creating an EPAS Evaluation

1) **Login** to the EPAS website: https://epas.wwu.edu

2) **Create** the evaluation by selecting "Create Evaluation" buttons for the appropriate employee on the first two screens. **Please note**: HR will need to set up the initial performance evaluation in the system before you to have access to this option. To request evaluation setup please use the EPAS Evaluation Setup Request form.

3) **Select** the evaluation criteria (or "values") by marking the corresponding box. You may **click** "View" to see the subcategories of each criteria.

4) **Click "**Continue" at the bottom of the screen when you have selected all the criteria.

☐	Delegation	View
☐	Dependability	View
☐	Engagement	View
☐	Information Sharing	View
☐	Innovation	View
☐	Labor Contract Administration	View
☐	Leadership in Technology	View
☐	Personnel Management	View
☐	Planning	View
☐	Problem Analysis and Decision Making	View
☐	Professional Attitude	View
☐	Pursues Excellence	View
☐	Quality of Work	View
☐	Recognition	View
☐	Student Centered	View
☐	Takes Responsibility	View
☐	Teamwork	View
☐	Training and Professional Development	View
☐	Versatility	View

[Back] [Continue]

5) **Select** the "peer" evaluators that will participate in the evaluation by highlighting the name and then clicking the arrow button to move them over to the "selected peers" box. **Click** "continue" when you are done. If you have decided to not have any peers, **click** "continue." Note: A 'Peer' reviewer should be an employee who has a close working relationship with the employee being evaluated; usually on the same team, and/or department.

Human Resources WWU Home Page

WESTERN WASHINGTON UNIVERSITY

e-pas

E-PAS
Welcome Doug Adelstein!
Main Page
Log Out
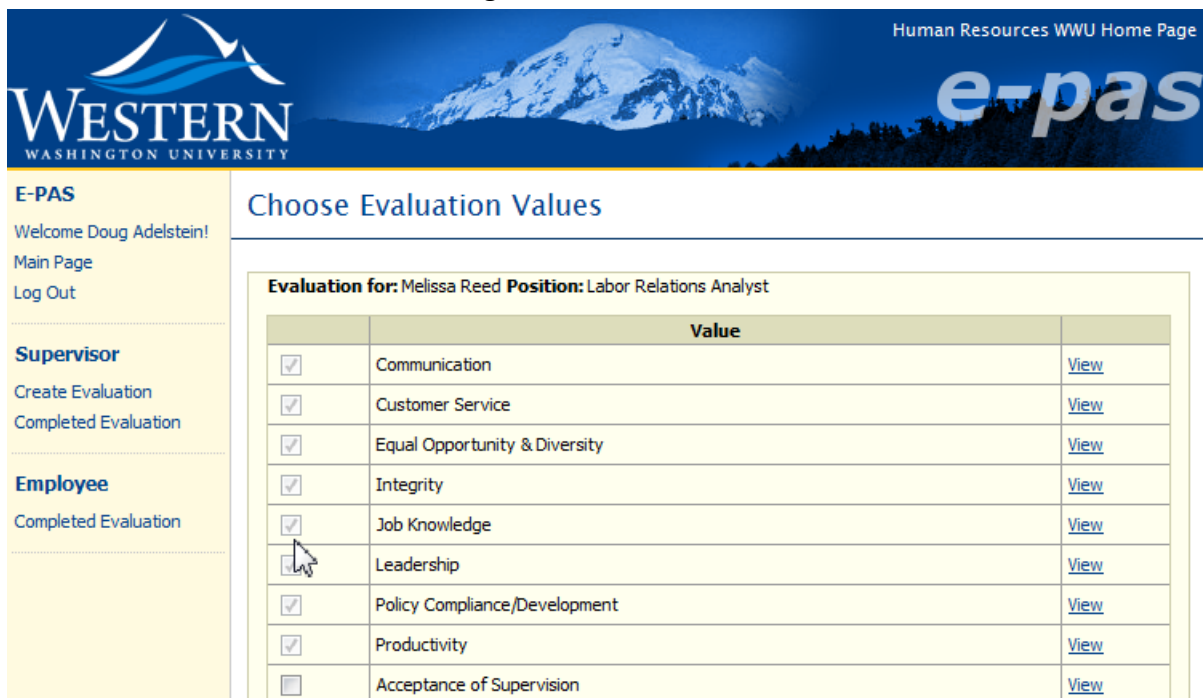
Supervisor
Create Evaluation
Completed Evaluation

Employee
Completed Evaluation

Choose Peers

Evaluation for: Melissa Reed **Position:** Labor Relations Analyst

You may select up to 10 peers for the evaluation. You are not required to select any names, however if you do include peer evaluators, you must select at least 3 names to maintain confidentiality.

Last Name: [_____] [Search]

Search results:
Kaylee Aalbers
Jacquiline Aaron
Halli Aaron
Ariana Abbott
Sally Abbott
Hussam Abdo
Jamal Abdulla
Amir Abedi-Djourabtchi
Stephanie Abegg
Gary Abel
Nicholas Abel
Troy Abel

Selected peers:

[>]

[<]

[Back] [Continue]

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6) **Select** the "faculty/staff" evaluators and **click** "continue" when you are done. If you have decided to not have any faculty/staff, **click** "continue." Note: A 'Faculty/Staff' reviewer should be an employee who has a working relationship with the employee being evaluated; usually from a different team and/or department.

7) **Review** the Evaluation Summary page. **Click** the "Back" button at the bottom of the screen if changes are needed or **click** "Submit" if no changes needed.

8) **Click** the "OK" button at the bottom of the next Evaluation Summary screen.
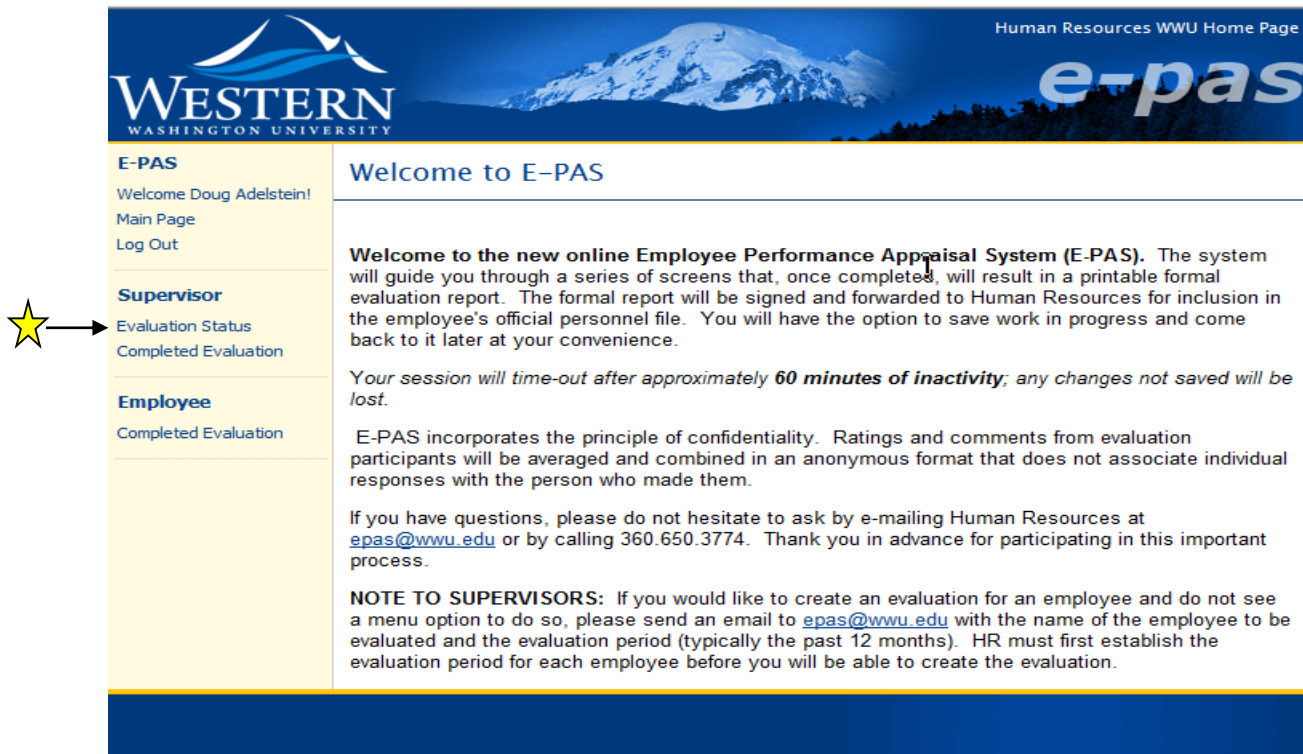
   You have now created the Evaluation Form for all the participants to complete and will return to the Welcome EPAS webpage. Each participant will now receive an email notification inviting them to participate and instructions on how to access the evaluation.

Monitoring Participant Status

In order to proceed in completing the final evaluation report, **all participant evaluations must be completed first**. To monitor the status of the completed evaluations:

1) **Have** the employee's W# ready.

2) **Login** to the EPAS website: https://epas.wwu.edu

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3) Click the "Evaluation Status" link on the left side menu.

4) When participants have completed their evaluations, you will see a date under the "Completed On" column.

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5) **Send** a reminder notice when appropriate by selecting those participants. The system will automatically send them an email message with a gentle reminder notice. You will only be able to send a reminder notice once to each participant
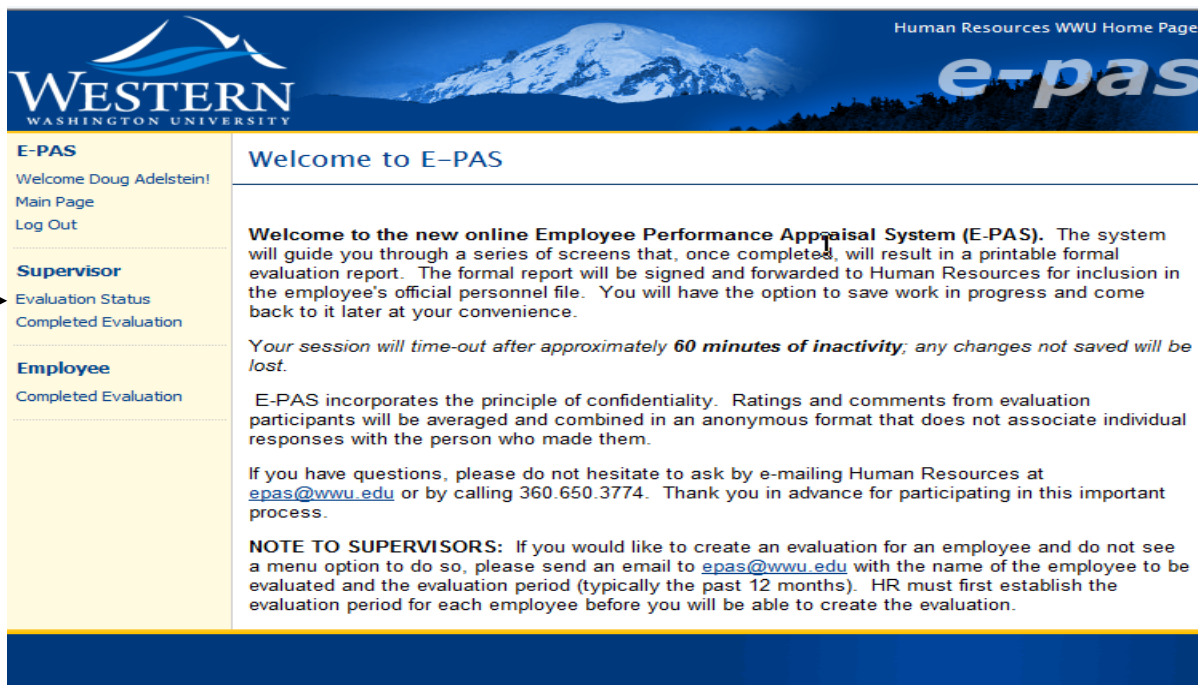
Adding/Removing Participants

If a participant is unable to or unwilling to participate in the evaluation, you must delete the individual from the system. If you do not delete them, you will not be able to complete the final evaluation report. Deleted individuals may be replaced with another participant.

1) **Have** the employee's W# ready.

2) **Login** to the EPAS website: https://epas.wwu.edu

3) **Click** the "Evaluation Status" link on the left side menu.

4) **Click** the "Add/Remove Peers" or Add/Remove Faculty/Staff buttons.

5) **Follow** the same instructions as when you initially added participants.

Completing the Employee Performance Evaluation Report

1) **Have** the employee's W# ready because you will need it to access the form.

2) **Login** to the EPAS website: https://epas.wwu.edu

3) **Click** "Comment Summary" link on left side menu then **select** the appropriate employee and **click** "continue."

4) **Select** the "Print" button at the bottom of the screen. The participant ratings and comments can assist you with the ratings and comments for the formal evaluation you complete.

5) **Select** the "Back" button at the bottom of the screen.

6) **Click** "Formal Evaluation" on left side menu.

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7) **Select** the appropriate employee and **click** "continue."

8) **Complete** the evaluation using the following key:

   Rating Key:
   (1) Not meeting expectations in this area; improvement required
   (2) Performance is satisfactory in general but has room for improvement
   (3) Performance is effective; meets expectations in a competent and professional manner
   (4) Performance is effective and at times exceeds expectations
   (5) Performance is effective and frequently exceeds expectation
   (N/A) Not applicable or not observable

   Comment Box:
   This area should be used to give examples and impact of performance whether positive or negative. If giving a rating of 1 or 2, evaluators are encouraged to provide a comment to support the lower rating.

9) If you need to stop before completing the evaluation, **click** the "finish later" button at the bottom of the screen.

WARNING! No changes can be made once the "submit" button is selected.

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10) **DO NOT "SUBMIT"** until <u>after</u> you have reviewed a draft with the employee at the evaluation meeting. **Select the "finish later" button** to save the data and **come back** after the evaluation meeting to make any final edits.
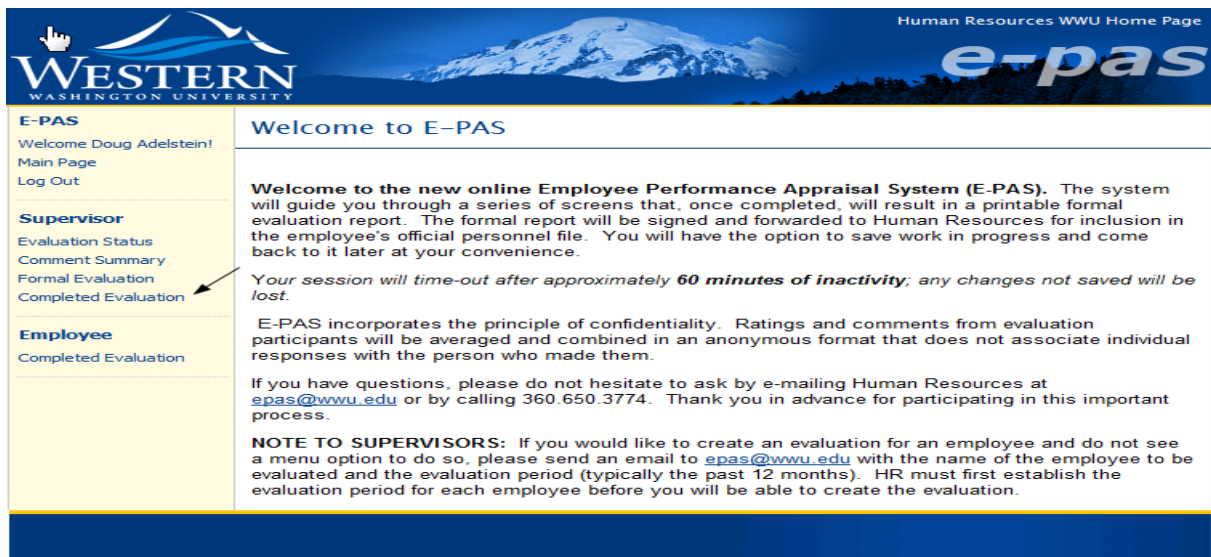
11) Once you have made any final edits <u>**after**</u> meeting with the employee, **select the "submit" button**.

12) A new screen will appear prompting you to **print** the Formal Evaluation and Evaluation Summary.

13) Forward the completed evaluation to the reviewing official (your supervisor) for review and approval.

14) Make two copies; one for the employee and one for your file.

15) Send copy with <u>original signatures</u> and any additional employment related documents pertinent to the evaluation to Human Resources MS-9054.
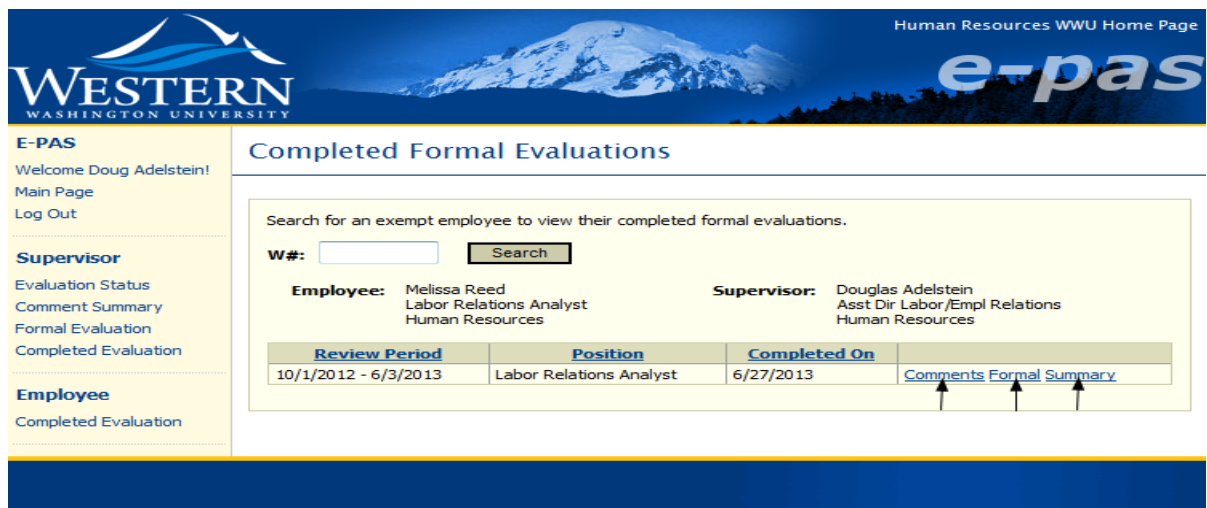
Accessing Completed Reports

After an evaluation has been completed, you may return to the system to access reports.

1) **Have** the employee's W# ready.

2) **Login** to the EPAS website: https://epas.wwu.edu

3) **Click** "Completed Evaluation" on left side menu.

4) **Enter** the employee's W# when prompted.

5) **Select** the desired report: "Comments" Summary, "Formal" evaluation or the "Summary" for the average ratings for each criterion evaluated.

6) **Select** "print" at the bottom of the screen.

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Evaluation Process/Checklist

☐ **Notify employee and establish a meeting time.**
Inform the employee (preferably in person) that their annual evaluation is due and that you will be setting up an appointment to discuss the process.

☐ **Gather and review relevant performance material prior to meeting with employee.**

☐ **Provide current job description to the employee prior to the meeting.**
Ask the employee to review and be prepared to discuss necessary revisions when you meet to discuss the evaluation process.

☐ **Meet with employee.**

☐ **Email HR requesting to create an on-line Employee Performance Evaluation**
Submit an EPAS Evaluation Setup Request form on the HR website.

☐ **Create the on-line evaluation form for your employee.**
After HR receives your email request, you will receive an email notice with instructions to access the system.

☐ **Monitor the completion of the evaluation participants.**

☐ **Complete the Final Evaluation Form.**

☐ **Meet with employee to discuss Final Evaluation Report.**

☐ **Send Final Evaluation Report (with original signatures) and Comment Summary to Human Resources** (MS-9054).