

FACILITIES SERVICES
**Statement of Principles and Expectations for
Performance Evaluations**

The form encourages the following key principles:

- Include both competencies and objectives -- how someone performs **and** what duties they are accountable for.
- Performance evaluation should be a dialogue between the employee and the evaluator. Ratings are limited to two, which spurs discussion and reduces the tendency to “peg” someone and proceed without explanatory discussion. The objective is to make the performance evaluation experience as interactive and positive as possible.
- Incorporate flexibility yet retain adequate standardization across FS.
- Professional staff and classified form share FS distinctions (from UW forms) but also reflect differences in performance expectations for the two.

Expectations for conducting the performance evaluation:

- Give adequate **notification** to the employee, providing a copy of the form, alerting the employee to the performance evaluation date and explaining the process and the principles to the employee; clarify the role of the evaluator and the role of the employee in the process.
- Specify time periods covered by steps in the process.
- During the session, evaluators should aim for **listening** to the employee for at least 50% of the session; use active listening, including “attending” body language, asking open ended questions, and checking for understanding of what is being communicated.
- Use the **narrative description sections** to cite concrete examples or explanations. Having substantive information and a shared understanding of the rating is critical. Narrative commentary, even if brief, is expected in each category.
- **Goals/objectives** are to be provided by the manager/supervisor as a first step, in the manner of setting the direction; then, through discussion with the employee to ensure shared understanding and intention, the goals can be refined as necessary, and the outcome and timeframe specified. Be sure it is clear when success is achieved.
- A **self-evaluation** completed prior to the performance session can be part of the evaluator’s approach. It is not required. For classified staff, the section for “Employees Comments” can be completed at the performance evaluation session or after the session, but the response must be provided to the evaluator within 48 hours of the session to encourage timeliness.
- For the “**Achievements**” section, material can be provided by the employee prior to the session or as the session is conducted; make it clear to the employee what your preference is in this regard.

- Performance evaluation is not a once per year event. Managers and supervisors who want the best of their staff and a staff that is positively engaged and highest performing, make evaluation a day-to-day activity. At a minimum, a **check-in** must be conducted at the half year mark. The check-in should focus on the status of goals as well as progress on performance expectations; the check-in should be documented in some way. Initiating the half-year check-in is a management responsibility.

Other considerations:

- **Attendance** remains an important performance issue and is included as a category in the Classified Staff performance evaluation form. Although some FS Divisions have articulated detailed attendance standards, the UW and FS in general have not specified a reasonableness standard. Across FS, however, the performance evaluation session is a time to remind employees that the 8 hours/month provided for sick leave is intended to allow employees to build a cushion for unexpected events.
- The performance evaluation process is distinct from the determination of **salary** increases, but the performance evaluation can influence salary decisions. Merit funds reflect the employee's contribution to the organization.
- Performance evaluations for each employee are to be completed once per year. Evaluations in a unit may be spread out to avoid undue burdens on supervisors and employees, but the **schedule** should maintain predictability and follow an announced schedule.
- Managers are expected to be active in reviewing performance evaluations of staff reporting to their direct reports.