

Procedures for Evaluation of Unclassified Employees

The Unclassified Performance Evaluation process is a tool used to measure individual performance and to develop employees into high-performing individuals. This annual process of performance evaluation and feedback serves a two-fold purpose:

- To allow supervisors the opportunity to discuss with employees their performance in relation to the performance/behavior expectations in each position.
- To help employees improve their effectiveness and personal job satisfaction.

The following procedures will guide both the rated employee and the rating supervisor through the unclassified evaluation process. The process is facilitated by the University's Cornerstone Performance platform, an electronically facilitated process.

Unclassified employees will be evaluated on Goals, Core Competencies, and Departmental Competencies (if applicable).

Evaluation Workflow: Employee Self-Evaluation > Supervisor Review > Second Level Supervisor Review > Supervisor Discussion and Acknowledgement > Employee Acknowledgement

Employee Self-Evaluation (Step 1): The electronic evaluation form is launched via Cornerstone to full-time unclassified employees. Employees are notified via email of task in Cornerstone. Employee rates his/her performance over the rating period based on goals established, core competencies, departmental competencies (if applicable) and directives from the supervisor during the rating period. The rated Employee identifies goals and defines plans/expectations to improve on competencies for the new rating period. Employee is encouraged to enter personal professional development plans to the Performance review. Employees are not rated on development plans.

Employees who do not supervise other full-time employees are encouraged, but not required to self-review. Employees are usually allowed a minimum of 10 working days to complete this step, if they elect not to self-review, the evaluation will automatically move to the Supervisor queue in Cornerstone. Those who supervise others are required to self-review. The evaluation moves to the Supervisor queue when completed/submitted by employee.

Supervisor Review (Step 2): Supervisor relationship is established by information supplied to Human Resources. Supervisor is notified via email of task in Cornerstone. Supervisor is required to enter Job Description details for the Position of the Reviewee (Summary, Required Education and Experience, Required Knowledge, Skills and Abilities, and Essential Functions). Supervisor rates employee performance over the rating period for goals established, competencies and expectations thereof and directives for the year. Supervisor reviews goals set by employee for the new review period. Supervisor can edit, modify, delete or add goals to align with departmental objectives. Supervisor is able and encouraged to enter performance expectations for goals and core/departmental competencies for new review period. Supervisor

reviews employee Development Plan and can edit, modify or add suggestions for employee success. Once Supervisor completes rating and planning, he/she submits evaluation to be reviewed by second level supervisor. **Note: Ratings of “Exceeded, Not Met, Needs Improvement (Goals), Does not Demonstrate, Expert, (Competencies), Exceptional Performer, Under-Performer (Overall Rating),” all require documentation to support the ratings.**

Second Level Supervisor Review (Step 3): Second level supervisor is the supervisor of the rating supervisor. The second level supervisor is notified via email of task in Cornerstone. In this step, the 2nd level supervisor will review the evaluation. Although the 2nd level supervisor can see goals and comments made by both the employee and supervisor, he/she is not able to make changes to the evaluation. If the 2nd level supervisor advises changes, he/she communicates this to the primary supervisor. If necessary, a Cornerstone administrator in Human Resources can roll the evaluation back to the primary supervisor for recommended changes. The 2nd level supervisor acknowledges the review by electronic signature. When submitted, the review returns to the primary supervisor.

Discussion and Acknowledgement (Step 4): Supervisor is notified via email of task in Cornerstone. Supervisor meets with employee to discuss rating of goals, competencies as well as planning goals and expectations for the new rating period. Changes to ratings or planning can be made in the review during this discussion. The supervisor electronically signs the review. When submitted, the review will move to the employee queue.

Employee Acknowledgement (Step 5): Employee is notified via email of task in Cornerstone. Employee reviews the evaluation and acknowledges by electronically signing the review in Cornerstone. The rating is officially complete once the employee signs electronically. Employees with an overall rating of “Under Performer” only, may request a review of their evaluation by contacting the Director of Consultancy or Director of Talent Management for guidance. All involved in the rating process (rater, rating supervisor, and 2nd line supervisor) have access to completed reviews in Cornerstone.

Rating scales are automatically calculated (by the Cornerstone Performance platform) by the rating input of the supervisor. The Unclassified Evaluation Review rating scales are as follows:

Rating Scale for Goals:

Reason for leaving: Promotion

Rating	Description
Not Evaluated	
Not Met	No dimensions of the goal (i.e. on time, on budget, etc.) were achieved
Needs Improvement	Most dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Partially Met	One or more dimensions of the goal (i.e. on time, on budget, etc.) were not achieved.
Met	Goal was fully achieved (i.e. on time, on budget).
Exceeded	Goal was achieved ahead of schedule and/or under budget

Rating Scale for Competencies:

Rating	Description
Not Evaluated	
Does Not Demonstrate	Does not demonstrate this competency at the expected level, even with available assistance or direction from others.
Developing	Newly developing in this area; has a general understanding of key principles but limited or no applied experience with this competency. Is capable of using this competency with coaching and support, in simple situations.
Proficient	Has sufficient understanding and experience to operate at a fully professional level with this broad range of moderately complex situations. Can generalize basic principles to effectively function in both predictable and new situations.
Advanced	Has broad and deep understanding and skills, with substantial expertise and experience in this area. Can apply this competency regularly and independently and display this competency in complex, varied situations. Role model for this competency.
Expert	You are known as an expert in this area. You can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.

Overall Rating Scale:

Rating	Description
Under-Performer	The employee's performance generally fails to meet the established expectations or requires frequent supervision and/or the redoing of work. The individual is not performing at the level expected for employees doing this type of work. Unacceptable job performance is due to the employee's lack of knowledge, skill or effort.
Developing Performer	The employee meets some of the job expectations, but not all. The individual requires support and direction to complete assignments. The employee generally performs at a minimum level and improvement is needed to fully meet expectations. This rating may be given to a new employee who has yet to learn, or master, a specific skill. In this latter case, the rating is a reflection of the staff member's time in the position.
Solid Performer	The employee fully meets the established job expectations and is a reliable and solid performer. The employee generally performs well and requires little additional guidance. The individual demonstrates initiative to meet goals and objectives of position. The expectation is that most staff should be in this category, unless they are newly hired or have new responsibilities.
Advanced Performer	The employee is a critical member of the team with performance that is consistently above established expectations. The employee seeks improvement of self, office practices, team, and/or department. The individual goes above and beyond what is expected to contribute to the success of the department or unit. The expectation is that this rating should be given to staff members who are in the top 15% of all performers.
Exceptional Performer	Employee exceeds expectations by stepping well beyond the scope of his or her position description to deliver real change to the department or unit. The individual is an exceptional employee who achieves an unusually high level of performance relative to all assignments and objectives. The expectation is that this rating should reflect performance in the top 5% of all performers.
Not Evaluated	The employee has not worked for the organization long enough to adequately assess his/her Performance