

Performance Management Administration

Employee Relations Department

2020



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Performance Management Introduction

The performance management program at Virginia Tech is used to help define and evaluate performance expectations. This program covers all University and Classified Staff. In addition, there are some areas of the university that use the program for AP faculty. The annual performance review period runs from November through October, in concordance with the State fiscal cycle. The following provides a brief description of the performance cycle.

- November begins the plan year with the review and implementation of the plan goals, competencies and career goals. Throughout the year, the plan can be modified and enhanced according to ongoing projects, performance adjustments, coaching and feedback.
- In August (may be earlier or later depending on the department), the supervisor requests employee input on overall job performance. This is the time for the employee to complete their self-evaluation based on the plan year goals. Once the self-evaluation is complete, the supervisor can begin their review of the employee. The supervisor completes their draft of the evaluation and sends it to the reviewer by the beginning of September.

Note: There may be variations in the timeline depending on your senior management area.

- Once the reviewer is satisfied with the evaluation, they submit it to the Budget Authority. Depending on management, the evaluation is either forwarded directly to the supervisor so that it can be communicated to the employee; or a senior management group may review the evaluations prior to releasing them to the supervisors for communication.
- The supervisor schedules a meeting with the employee to discuss the finalized employee evaluation before releasing the electronic copy to them.
- The supervisor and the employee should discuss the final evaluation no later than the end of October.
- The plan process begins again in November.

If there are any questions or if you require assistance with the performance management tool, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

Other Resources

Performance Management website - <https://www.hr.vt.edu/compensation-performance-management/performance.html>

Flowchart for the Performance Plan and Evaluation Process - <https://www.hr.vt.edu/compensation-performance-management/performance.html>

User Guides and Tutorials - <https://www.hr.vt.edu/compensation-performance-management/performance.html>

Performance Management Definitions

Performance Goals and/or Job Responsibilities involves establishing specific, measurable objectives (outcomes) to be accomplished within a specific time frame and/or using a specific approach. These objectives can be a mixture of short- and long-term, innovative and routine, but should all be aligned to the college/department's goals and strategy along with providing a clear link to everyone's success.

Goal Theory setting suggests that it can serve as an effective tool for making progress by ensuring that participants have a clear awareness of what they must do to achieve or help achieve an objective.

Goal setting helps employees focus on specific aspects of their job that are related to the objectives for that review period.

The S.M.A.R.T. tool should be used as a guide to ensure all goals are written clearly so everyone knows exactly what will be achieved, when they will be completed, and to what standards.

S	M	A	R	T
Specific	Measurable	Attainable	Realistic	Time-bound
Do: Set real numbers with real deadlines. Don't: Say, "I want more visitors."	Do: Make sure your goal is trackable. Don't: Hide behind buzzwords like, "brand engagement," or, "social influence."	Do: Work towards a goal that is challenging, but possible. Don't: Try to take over the world in one night.	Do: Be honest with yourself- you know what you and your team are capable of. Don't: Forget any hurdles you may have to overcome.	Do: Give yourself a deadline. Don't: Keep pushing towards a goal you might hit, "some day."

Competencies behaviors, attributes or skills that are predictors of personal success in the workplace.

There are three universal competencies that have been pre-defined for all staff employees. They include:

- Teamwork
- Maintaining a Safe and Secure Work Environment
- Diversity Commitment

There are two additional competencies that are preselected for supervisors. They include:

- Engagement
- People Development

The job specific competencies are unique to each employee. Three to five job specific competencies should be selected. The selected competencies reflect how your work should be carried out and may be areas of specific focus for your job. It is essential and highly recommended to meet frequently throughout the year to deliver competency feedback. Waiting until the yearly evaluation time causes a disservice to the employee and the department, especially when there is unsatisfactory performance or other issues that negatively affect engagement.

Career Development is often overlooked during the performance planning and review process. This is an opportunity for the employee and supervisor to discuss future plans in terms of professional development. If, for example, an employee wishes to move into a supervisory role in the next two years, then part of their career development plan may be to complete the supervisory skills workshops offered through University Organizational and Professional Development. In this case, the supervisor would be responsible for providing the funds to cover the cost of the program.

Remember that the career development plan is looking beyond the current performance review period towards acquiring skills for future opportunities. Training and other skills acquisition that is necessary for the employee's current role should be included in the goals section of the performance plan.

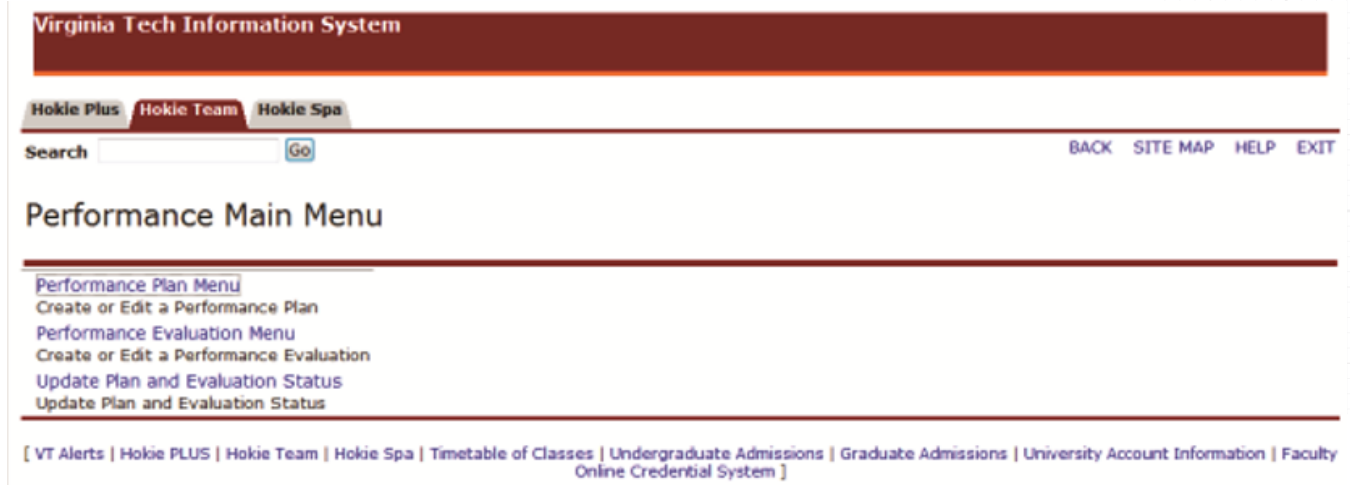
Hint: Don't wait until evaluation time to provide feedback!

Frequent collaborative meetings, including open conversations about goals, development plans, and performance, will keep employee and departmental plans on track and allow the yearly evaluation process to run smoothly without any surprises or upsets.

Performance Management Menus

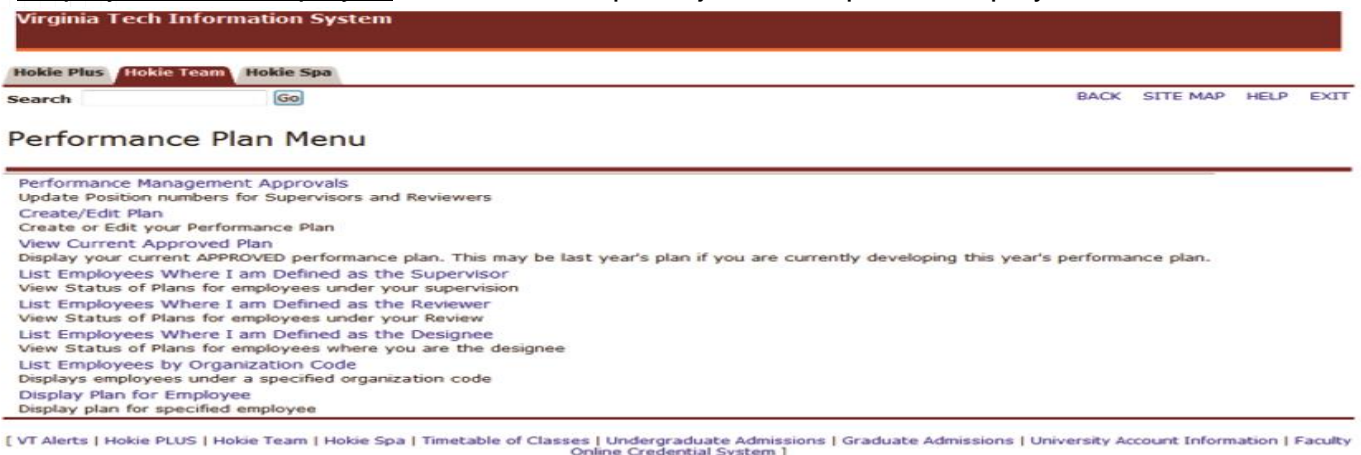
Performance Main Menu

- Performance Plan Menu - Create or edit performance plans. November - December timeframe
- Performance Evaluation Menu - Create or edit performance evaluations. July - October timeframe
- Update Plan and Evaluation Status - Used by performance management administrators.



Performance Plan Menu

- Performance Management Approvals – Allows an admin to update position numbers.
- Create/Edit Plan - Used when creating or editing your own performance plan.
- View Current Approved Plan - View your current approved performance plan.
- List Employees Where I am Defined as Supervisor - Allows a person defined as a supervisor to view and approve plans.
- List Employees Where I am Defined as Reviewer - Allows a person defined as a reviewer to view and approve plans.
- List Employees Where I am Defined as the Designee - Allows a person defined as a designee to view and edit plans.
- Display Plan for Employee - Used to view plans just for a specific employee.



Performance Evaluation Menu

- [Create/Edit Self Evaluation](#) - Used when creating or editing your own self-evaluation.
- [View Current Approved Evaluation](#) - This will display your approved performance evaluation.
- [List Employees Where I am Defined as Supervisor](#) - Allows a person defined as a supervisor to view and create performance evaluations.
- [List Employees Where I am Defined as Reviewer](#) - Allows a person defined as a reviewer to view and approve performance evaluations.
- [List Employees by Organization Code](#) - Displays employees under a specific organization.
- [Display Evaluation for Employee](#) - Used to view performance evaluations for a specific employee.
- [List Employees Where I am Defined as the Designee](#) - Allows a person defined as a designee to edit and view performance evaluations.
- [Evaluation History](#) - Allows a designated person to view the history of a specific performance evaluation.

Virginia Tech Information System

[Hokie Plus](#) [Hokie Team](#) [Hokie Spa](#)

Search [Go](#) [BACK](#) [SITE MAP](#) [HELP](#) [EXIT](#)

Performance Evaluation Menu

[Create/Edit Self Evaluation](#)
Create or Edit your Performance Evaluation

[View Current Approved Evaluation](#)
Display your current approved performance evaluation

[List Employees Where I am Defined as the Supervisor](#)
View status of evaluations for employees under your supervision

[List Employees Where I am Defined as the Reviewer](#)
View status of evaluations for employees under your review

[List Employees by Organization Code](#)
Displays employees under a specified organization code

[Display Evaluation for Employee](#)
Display evaluation for specified employee

[List Employees Where I am Defined as the Designee](#)
View status of evaluations for employees where you are listed as the designee

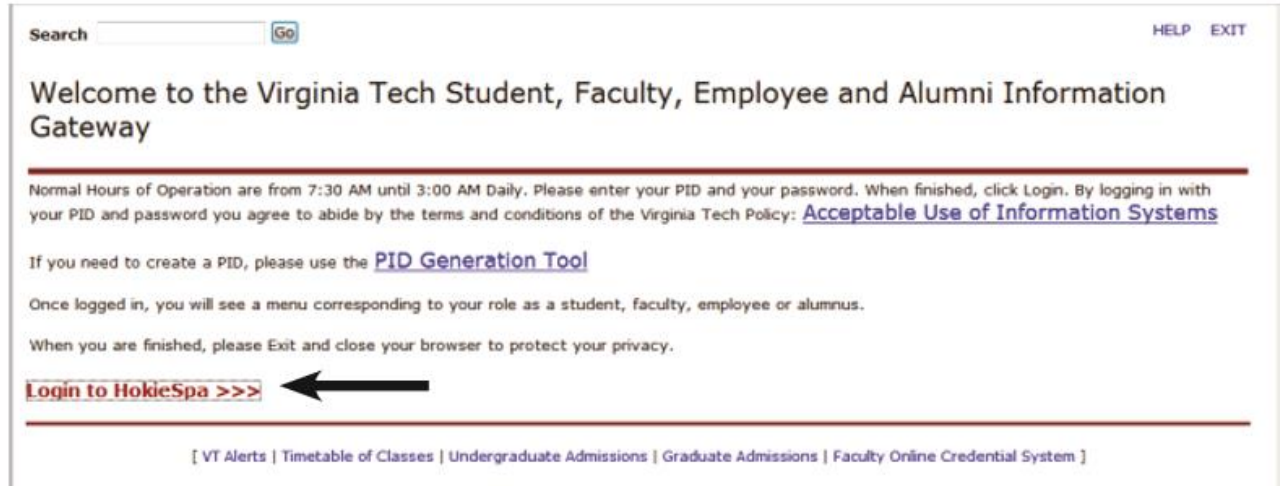
[Evaluation History](#)
View the history of the evaluations

[[VT Alerts](#) | [Hokie PLUS](#) | [Hokie Team](#) | [Hokie Spa](#) | [Timetable of Classes](#) | [Undergraduate Admissions](#) | [Graduate Admissions](#) | [University Account Information](#) | [Faculty Online Credential System](#)]

Performance Management Approvals

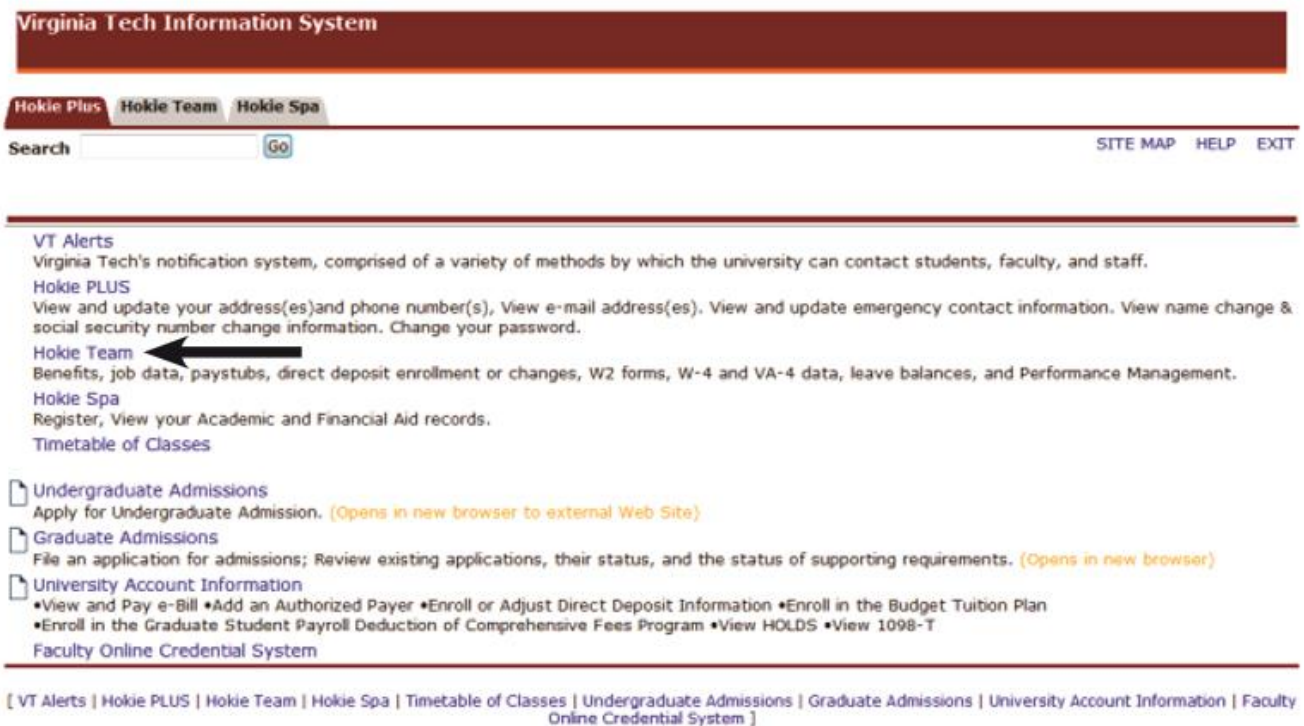
1. Navigate to <https://login.vt.edu/profile/cas/login?execution=e1s1> and click on **Login to HokieSpa**.

On the next screen log in with your PID and password.



Please Note: The system will time out after 30 minutes of inactivity so please save periodically.

2. Click on **Hokie Team**.



3. Scroll to the bottom of the screen and click on **Performance Planning and Evaluation Tool**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search Go

MAIN MENU SITE MAP HELP EXIT

Hokie TEAM (Tech Employee Access Menu)

- Benefits and Deductions
View your retirement plans, Health insurance information, miscellaneous deductions.
- Most Recent Pay Stub
Displays your most recent pay stub or the pay stub selection page if you have more than one paycheck in the most recent pay period.
- Pay Information
View your Payroll Direct Deposit breakdown; View your Earnings and Deductions History; View your Pay Stubs; Change your Pay Stub Selection
- Graduate Students on an Assistantship: Enroll in Payroll Deduction
Allows graduate students on an assistantship to enroll in payroll deduction for payment of their comprehensive fee, technology fee and capital fee (if applicable).
- Tax Forms
View and update your W-4 and VA-4 information; View your W-2 Form and/or 1042S Form (if applicable).
- Current and Past Jobs
View current and past jobs.
- Leave Balances
View your leave balances.
- Direct Deposit
Update your Direct Deposit bank information. Payroll, Student Refunds and other University reimbursements can be automatically deposited into your bank account.
- Veterans Classification
Attention Veterans - please update your discharge date and Veteran Classifications
- Update Ethnicity and Race
View and update your ethnicity and race information.
- Labor Redistribution
Initiate and approve retroactive employee payroll funding changes.
- Performance Planning and Evaluation Tool ←
- Performance Planning and Evaluation Tool

4. On the Performance Main Menu, click on **Performance Plan Menu**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search Go

BACK SITE MAP HELP EXIT

Performance Main Menu

- Performance Plan Menu ←
Create or Edit a Performance Plan
- Performance Evaluation Menu
Create or Edit a Performance Evaluation
- Update Plan and Evaluation Status
Update Plan and Evaluation Status

5. Click on **Performance Management Approvals**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search Go

BACK SITE MAP HELP EXIT

Performance Plan Menu

- Performance Management Approvals ←
Update Position numbers for Supervisors and Reviewers
- Create/Edit Plan
Create or Edit your Performance Plan
- View Current Approved Plan
View your current APPROVED performance plan. This may be last year's plan if you are currently developing this year's performance plan.
- List Employees Where I am Defined as the Supervisor
View Status of Plans for employees under your supervision
- List Employees Where I am Defined as the Reviewer
View Status of Plans for employees under your Review
- List Employees Where I am Defined as the Designee
View Status of Plans for employees where you are the designee
- List Employees by Organization Code
Displays employees under a specified organization code
- Display Plan for Employee
Display plan for specified employee

There are 3 options available

6.

List Employees by
Organization Code

List Employees by
Position Number

Create a New
Employee Record

A

B

C

A

List Employees by Organization Code

- Select or enter the appropriate organization code.
- Select how to sort the list. You can sort alphabetically by Employee, Supervisor, Designee or Reviewer.
- Select Yes or No to include AP Faculty positions.
- Select Yes or No to eliminate unfilled positions.
- Click on **Submit**.



B

List Employees by Organization Code

- Enter Only Employee in Position number.
or
- Enter Only Employee Supervised by Position Number.
or
- Enter Only Employee Designee by Position Number.
or
- Enter Only Employees Reviewed by Position Number.
- Select Yes or No to include AP Faculty positions.
- Select Yes or No to eliminate unfilled positions.
- Click on **Submit**.





Create a New Employee Record

Be cautious when creating a new record. You should only be using this option for an external new hire going into a new position number. If there are any questions, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

Use this option when the person and position number is not listed.

Create a new Employee record

Employee Position Number:

[Submit](#)

- Enter Position Number.
- Click on **Submit**.

Hokie Plus | **Hokie Team** | Hokie Spa | WebTailor Administration | Web for Developers

Search [Go](#)
RETURN TO MENU | SITE MAP | HELP | EXIT

Any Name in Red is an employee who previously filled an empty position. Position must be updated with a new Employee before updating this record.

[Return to Selection page](#)

Performance Plan Approval Data:

Employee Position Number	Employee Name	Supervisor Position Number	Supervisor Name	Designee Position Number	Designee Name	Reviewer Position Number	Reviewer Name	Update record
PBT008	Fisher, Stephen D.	PBT007	Doo, Scooby D.	PBT009	Tripp, Daniel A.	PBT013	Story, Woody W.	Update
PBT022	Jetson, Elroy	PBT007	Doo, Scooby D.	PBT009	Tripp, Daniel A.	PBT013	Story, Woody W.	Update
PBT010	O'Hara, Virginia A.	PBT007	Doo, Scooby D.	PBT009	Tripp, Daniel A.	PBT013	Story, Woody W.	Update
PBT025	Slate, George	PBT007	Doo, Scooby D.		None	PBT013	Story, Woody W.	Update

[\[VT Alerts | Hokie PLUS | Hokie Team | Hokie Spa | Web Tailor Administration | Timetable of Classes | Admin Web for Customer Services | Web for Developers | Undergraduate Admissions | Graduate Admissions | University Account Information | Faculty Online Credential System \]](#)

7. Review each employee to make sure that the correct supervisor and reviewer are listed. If your organization is using the designee functionality, this information should be filled out as well.

To Make Changes: Enter the supervisors', reviewers' or designees' position numbers and click on **Update Record**.

Please Note: You can only update one employee record at a time and the supervisor and reviewer cannot be the same person.

Any name in **red** is an employee who previously filled an empty position. No action needs to be taken for these employees. The position must be updated with a new employee before updating this record.

When finished, click on **Return to Selection Page** to return back to the Performance Management Approvals options or **Return to Menu** to return to the Performance Plan Menu.

Do not click on the back button in the browser.

List Employees by Organization Code

This option allows you to view the status of performance plans and evaluations to make sure that they are completed in a timely manner.

1. From the Performance Plan or Performance Evaluation Menu, select List Employees by Organization Code.

2. Enter the six digit organization code.


3. Select Yes or No to *Eliminate unfilled positions*.

4. Select Yes or No to *Include AP Faculty*.

5. Click on **Submit**.



List Employees by Organization Code

 Any employee name in **RED** and **ITALICS** is an employee who previously filled an empty position.

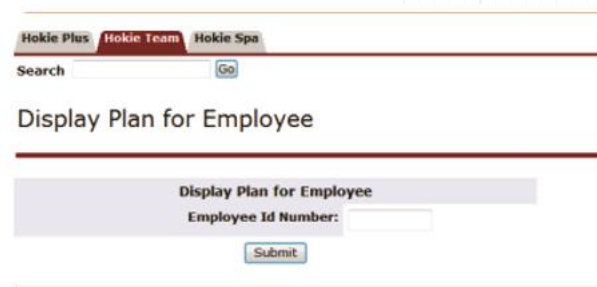
Employee Position Number	Employee Name	Plan Status	Plan Year	Alternative Employee Signoff	View Plan
PBT007	Doo, Scooby D	Employee editing	2012		View Plan
PBT008	Fisher, Stephen D	Employee approved	2012		View Plan
PBT021	Flintstone, Dino	No plan exists			View Plan
PBT019	Flintstone, Pebbles	Employee editing	2012		View Plan
PBT022	Jetson, Elroy	Reviewer reviewing	2012		View Plan
PBT023	Jetson, Judy	No plan exists			View Plan
PBT010	O'Hara, Virginia A	Copied from previous year	2012		View Plan
PBT026	Rockhead, Joe	No plan exists			View Plan
PBT020	Rubble, Bamm Bamm	No plan exists			View Plan
PBT017	Rubble, Barney	No plan exists			View Plan
PBT018	Rubble, Betty	No plan exists			View Plan
PBT025	Slate, George	No plan exists			View Plan
PBT009	Tripp, Daniel A	No plan exists			View Plan

6. Click on **View Plan** or **View Evaluation** to see the employee's approved plan/evaluation. If the current year's plan/evaluation has not been approved yet, you will see last year's approved plan/evaluation (pay attention to the plan year).

Please refer to pages 16-17 for performance plan and evaluation status definitions.

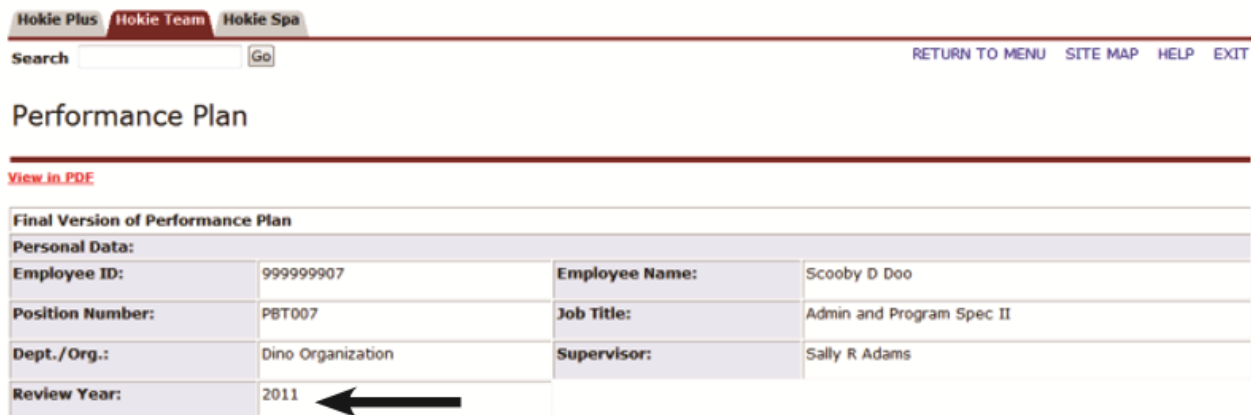
Display Plan for Employee

1. From the Performance Plan Menu select Display Plan for Employee.
2. Enter the employee's ID number.
3. Click on **Submit**.



The screenshot shows a web interface with a header containing 'Hokie Plus', 'Hokie Team', and 'Hokie Spa' tabs. Below the header is a search bar with a 'Go' button. The main heading is 'Display Plan for Employee'. Below this is a form titled 'Display Plan for Employee' with a label 'Employee Id Number:' followed by a text input field and a 'Submit' button.

If an employee has an approved plan online, the plan will appear. Look at the review year to see if the plan is from the previous or current year.



The screenshot shows a web interface with a header containing 'Hokie Plus', 'Hokie Team', and 'Hokie Spa' tabs. Below the header is a search bar with a 'Go' button and links for 'RETURN TO MENU', 'SITE MAP', 'HELP', and 'EXIT'. The main heading is 'Performance Plan'. Below this is a link 'View in PDF'. The main content area is titled 'Final Version of Performance Plan' and contains a table with employee details. A black arrow points to the 'Review Year' field, which is set to '2011'.

Personal Data:			
Employee ID:	999999907	Employee Name:	Scooby D Doo
Position Number:	PBT007	Job Title:	Admin and Program Spec II
Dept./Org.:	Dino Organization	Supervisor:	Sally R Adams
Review Year:	2011		

Depending on the review year, you will see one of these options at the bottom of the screen.

Update Current Plan

If a performance plan was created in the current year you may update the current plan.

View History of Employee

Allows you to view history of a performance plan including plan versions for an employee.

View History of Position

Allows you to view history of a performance plan including plan versions for that position number.

Copy to Next Plan Year

This option will be available if a performance plan and evaluation was created in the previous year using the performance management online system.

If Copy to Next Plan Year button is not available, you will need to check the status of the evaluation for the prior year.

Please refer to the section labeled "Employees by Organization Code" on page 11 to check the evaluation status.

If a plan does not exist for an employee, or you do not want to copy last year's plan, you can click on **Create/ Edit Plan** to start entering a performance plan. If last year's evaluation has not been processed through the system, please work with the managers and the University Employee Relation's department to ensure that everything is set to go.

Hokie Plus

Hokie Team

Hokie Spa

Search

Go

[RETURN TO MENU](#) [SITE MAP](#) [HELP](#) [EXIT](#)

Display Plan for Employee

There is no current approved plan for position PBT017.

You may create or edit the working plan by clicking the button below.

Create/Edit Plan

Evaluation History

This option allows you to view the history of a performance evaluation for a specific employee.

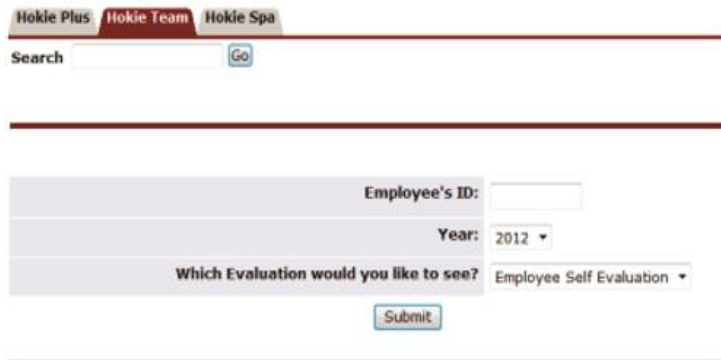
1. From the Performance Evaluation Menu, select Evaluation History.

2. Enter the Employee's ID number.

3. Select the Year.

4. Select if you want to view the *Self-Evaluation* or *Regular Evaluation*.

5. Click on **Submit**.



The screenshot shows a web interface with a header containing 'Hokie Plus', 'Hokie Team', and 'Hokie Spa'. Below the header is a search bar with a 'Go' button. The main form area has three sections: 'Employee's ID:' with a text input field, 'Year:' with a dropdown menu set to '2012', and 'Which Evaluation would you like to see?' with a dropdown menu set to 'Employee Self Evaluation'. A 'Submit' button is located at the bottom right of the form.

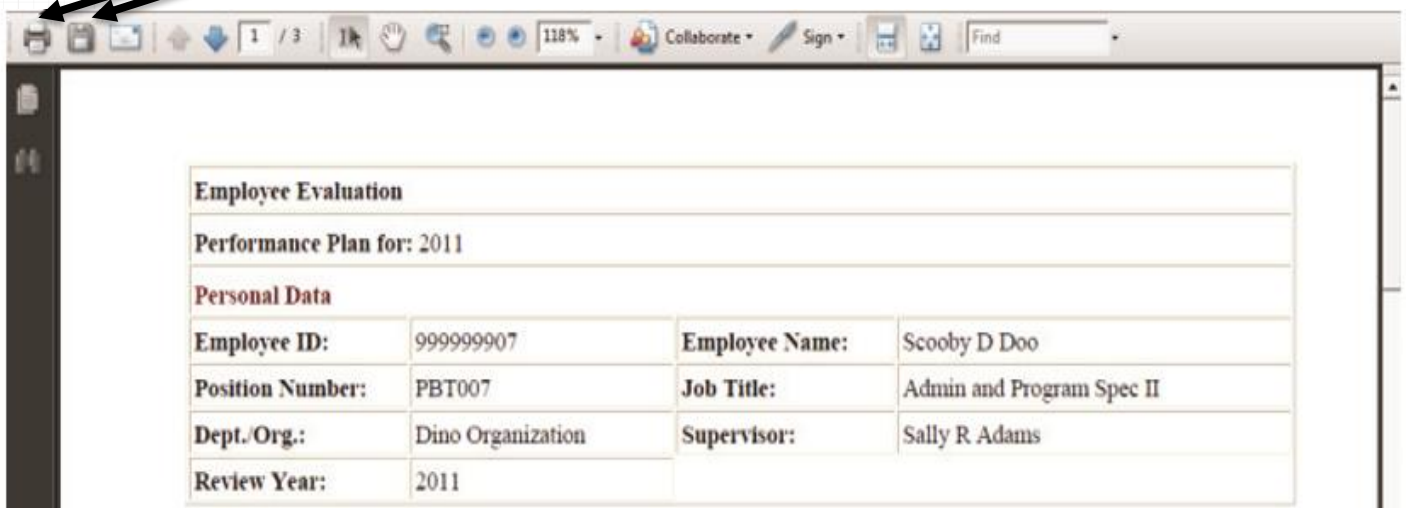


The screenshot shows the results page of the evaluation history. It has a header with 'Hokie Plus', 'Hokie Team', and 'Hokie Spa'. Below the header is a search bar with a 'Go' button. To the right of the search bar are links for 'BACK', 'SITE MAP', 'HELP', and 'EXIT'. Below the header is a red link that says 'Go back a page'.

Employee Evaluation			
Performance Plan for: 2011			
Personal Data			
Employee ID:	999999907	Employee Name:	Scooby D Doo
Position Number:	PBT007	Review Year:	2011

[View in PDF](#)

6. To view the self /regular evaluation, click on **View in PDF**. If needed, use the save or print button in the Adobe Acrobat toolbar to save or print a copy of the self/regular evaluation.



The screenshot shows a PDF viewer window. The toolbar at the top includes buttons for 'Save', 'Print', 'Find', 'Collaborate', and 'Sign'. The main content area displays the evaluation history table. The table has a header with 'Employee Evaluation' and 'Performance Plan for: 2011'. Below the header is a section titled 'Personal Data' containing a table with employee information.

Employee Evaluation			
Performance Plan for: 2011			
Personal Data			
Employee ID:	999999907	Employee Name:	Scooby D Doo
Position Number:	PBT007	Job Title:	Admin and Program Spec II
Dept./Org.:	Dino Organization	Supervisor:	Sally R Adams
Review Year:	2011		

Performance Plan Status Definitions

Performance Plan Status	Definition
No Plan Exists	A performance plan for the current review period has not been started by the employee or the supervisor. If the supervisor does not require a draft plan from their employee(s), they may create a performance plan.
Employee Editing	Employee is editing the plan and neither the supervisor or reviewer will be able to access the plan until the employee sends it to the supervisor.
Supervisor Created Plan	Supervisor has created a performance plan.
Employee Complete	Employee has completed a performance plan prior to the supervisor and sent it to the supervisor for their review or the employee has returned the performance plan that the supervisor sent them to edit.
Copied from Previous Year	The performance plan was copied from the previous year's performance plan.
Copied from Employee	The performance plan was copied from the employee's draft of the plan.
New Version Created	An existing approved plan has been copied and created into a new version that can be updated. This is for the same performance review period. This is not used when a plan from last year was used to create the plan for the current review period.
Supervisor Editing	Supervisor is editing the plan and neither the employee or reviewer will be able to access the plan until the supervisor sends it on.
Employee Reviewing	The supervisor has sent the performance plan to the employee for input. The employee will be able to edit the plan before returning to the supervisor.
Supervisor Approved	The supervisor has sent the performance plan to the employee as a final for review; the employee will not be able to edit. The employee should review and acknowledge receipt.
Reviewer Reviewing	The supervisor has sent the performance plan to the reviewer to examine.
Reviewer Approved	The reviewer has sent the performance plan to the employee for review.
Employee Approved	The employee has reviewed their performance plan and selected the "I have received and reviewed my performance plan" option.
Employee Reviewed and Approved a Paper Copy	The supervisor has selected "Enter Alternative Signoff" on the "List of Employees Where I am defined as the Supervisor" screen and selected the "Employee reviewed and approved a paper copy" option.
Employee Refused to Sign a Paper Copy	The supervisor has selected "Enter Alternative Signoff" on the "List of Employees Where I am defined as the Supervisor" screen and selected the "Employee refused to sign a paper copy" option.

Performance Evaluation Status Definitions

Performance Evaluation Status	Definition
No Evaluation Exists	A performance evaluation for the current review period has not been started by the employee or supervisor. If the employee chooses not to do a self-evaluation, the supervisor may begin the performance evaluation.
Employee Editing Self-Evaluation	Employee has created their self-evaluation and is still in process.
Supervisor Created Evaluation	The supervisor has started an evaluation for the employee. The employee will not be able to enter a self-evaluation into the online system until the supervisor has started their evaluation.
Supervisor Editing	The supervisor is editing the performance evaluation.
Evaluation Sent to Reviewer	The supervisor has completed the evaluation and sent it to the reviewer.
Evaluation Sent to Budget Authority	If your college/VP area uses a calibration team, this status indicates that the reviewer has reviewed the evaluation and sent it to the calibration team for final approval. The calibration team is typically a group of senior managers from your senior management area.
Budget Authority Approves	The calibration team has approved the evaluation and returned it to the supervisor.
Senior Management Approves	The calibration team has approved the evaluation and returned it to the supervisor.
Supervisor Released to Employee	The supervisor has sent the final evaluation to the employee for their review and will arrange a meeting to discuss the evaluation. The employee should log on and acknowledge approval.
Employee Approved	The employee has logged on and acknowledged evaluation approval.
Employee Reviewed and Approved a Paper Copy	The employee was provided a paper copy that they reviewed and signed.
Employee Refused to Sign a Paper Copy	The employee received a paper copy of the evaluation but declined to sign it.



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