Employee Involvement in Performance Management

Employee Relations Department 2020
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Performance Management Introduction

Get Prepared!

This is an important time in your career with Virginia Tech! Your involvement in the evaluation process is vital and essential to your personal and professional success.

We all know that evaluations can bring unnecessary feelings of anxiety, but it is a time to show them what you’ve got! Be ready to share your accomplishments, address shortcomings, ask questions, and plan for greater goals for next year. With frequent collaborative feedback between you and your supervisor, this yearly evaluation should not bring up any surprises. However, it is important to be prepared and ready for this important conversation!

To better prepare, you should:

- **Understand the key elements of evaluation preparation.**
  
  *It is time to educate and involve yourself in the process.*

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.

➢ **Review your performance and behaviors.**

  • Are your goals up to date?

    **Hint:** Frequent collaborative meetings with your supervisor, including open conversations about your goals, development plans, and performance, will allow all to stay current and the evaluation process to run smoothly without any surprises or upsets.

  • Bring any notes or supportive documentation on main successes and achievements.

    1. Consider the following points to give you specific pieces of evidence to help with your performance review:

       ✓ Targets are quantifiable results to be attained using measures such as output, throughout, sales, levels of service delivery, cost reduction, and reject rates.

       ✓ Tasks or projects are a distinct piece of work to be completed by a specific date to achieve defined results.

    2. List the aspects of your work that have been the most satisfying throughout the year.

      What were your main challenges, frustrations, or disappointments? Identify the steps you took to resolve them and/or suggestions for areas of improvement.

➢ **Gather support and evidence.**

Prepare a summary of a quick overview of how you feel you have done against your established goals and competencies. From your summary, complete a more detailed overview of the year and how you feel you have performed by way of an optional self-evaluation.

➢ **Look to the future and plan.**

Draft a manageable number of goals for the coming year (maximum five). 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. 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.
Identify developmental needs and career goals.

- Provide a summary of development priorities for your current role, including suggested solutions, which can form the basis of individual's development objectives.

- Write your personal development plan. Keep in mind the following questions: What should you be able to do differently? Under what conditions? How well must it be done? What are you hoping to achieve? What impact will the learning outcome have on the business, or you personally?

- What are your career aspirations? What skills and development requirements do you need to reach that goal? Are you skilled now to make that move? If not, when will you be ready?

The more you prepare yourself, the more comfortable you will be with the performance management process. Additionally, maintain continuous collaborative feedback between with your supervisor as a key component to your personal and professional success and stay involved in your career.

If there are any questions, if you would like additional training, 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 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.

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.

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.

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.

Individual objectives are what you achieve to ensure the overall strategic objectives are met.

Individual behaviors are how you meet your objectives in a way that supports the university’s values.
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

- **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.
Create/Edit a Performance Plan

This option allows you to create or edit a performance plan. If your supervisor has created the performance plan, you may receive this email with the following information:

Dear {name}, {Supv name} has completed writing your {year} performance plan and has sent it to you for review and input.

ACTION REQUIRED:

- Logon to the performance management tool via HOKIESPA ([https://login.vt.edu/profile/cas/login?execution=e1s1](https://login.vt.edu/profile/cas/login?execution=e1s1)) and select Performance Plan Menu.

- Select “Create/Edit Plan”.

- Edit the plan as necessary, then, scroll to the bottom of the plan and select “View Performance Plan”.

- Scroll to the bottom of the plan and select “Send to Supervisor”.

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).

1. Navigate to [https://login.vt.edu/profile/cas/login?execution=e1s1](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**.

4. On the Performance Main Menu, click on **Performance Plan Menu**.
5. Click on **Create/Edit Plan**.

6. There are 3 different ways to create or edit a performance plan.

   - **List Employees by Organization Code**
   - **List Employees by Position Number**
   - **Create a New Employee Record**

You will need to check with your supervisor to determine how your performance plan will be entered in the system. If your supervisor creates your performance plan, you may receive an email asking you for review and input.

**Please Note:** Last year’s evaluation must be approved/accepted online by the employee before you can create this year’s plan.

If your supervisor has already created your plan and it has been approved by your supervisor or by a reviewer, please skip to the Performance Plan Acknowledgment of Receipt section on page 8.

**Copy Last Year’s Performance Plan**

- Click on the **Copy to Next Plan Year** Button at the bottom of the screen.
Create a New Performance Plan

If a performance plan has not been entered you will see the Main Goals Page and you may start entering your goals.

View/Edit a Performance Plan Created by a Supervisor

You will see the performance plan that has been created by your supervisor. During this time, you may modify your plan and send it back to the supervisor to review.
7. Click on the **Create a New Goal** button to enter a new goal or the **Goal** radio button to edit a goal.

8. Enter/view the goal information and metrics.

9. When finished, click on **Save**, then click **Save and continue to next Goal** or **Continue to Competencies**.

**Hint:** When creating goals, use **S.M.A.R.T.**

- **S**pecific: Do: Set real numbers with real deadlines.
  
- **M**easurable: Do: Make sure your goal is trackable.
  
- **A**ttainable: Don’t: Say, “I want more visitors.”
  
- **R**ealistic: Do: Work towards a goal that is challenging, but possible.
  
- **T**ime-bound: Don’t: Try to take over the world in one night.

**S.M.A.R.T.**

- Do: Set real numbers with real deadlines.
- Do: Make sure your goal is trackable.
- Do: Work towards a goal that is challenging, but possible.
- Do: Be honest with yourself; you know what you and your team are capable of.
- Do: Give yourself a deadline.
- Don’t: Try to take over the world in one night.
- Don’t: Hide behind buzzwords like, “brand engagement,” or, “social influence.”
- Don’t: Forget any hurdles you may have to overcome.

**Hint:** When creating goals, use **S.M.A.R.T.**
Create/Edit Competencies

Universal competencies have been predefined for all staff employees. If they are a supervisor, you will see pre-defined competencies. These cannot be changed.

For the job specific competencies, you can click on the name of each one to see the description and performance measure.

10. Choose the competencies by selecting the check box Beside the competency name. Select between 3 and 5 competencies.

11. When finished, click on Save, then click on Continue to Career Development.

Please Note: If there are more than 5 competencies, then the comments field at the bottom of the section should be used. It is important to remember that between 3 and 5 competencies are considered the optimal number. As you add more and more competencies, it is difficult to really strive for excellence.

Create/Edit Career Development

12. Create or edit information under the Item Employee is responsible for section.

13. When finished, click Save, then click on View Performance Plan. This will save the changes.

14. After the performance plan has been completed, please click on the View in PDF link to save or print a copy of the plan.
Printing/Saving Performance Plan

When viewing the performance plan as a .pdf file using Adobe Acrobat Reader or any other type of PDF reader, you can use the **Save** and **Print** buttons in the PDF toolbar to save a copy onto your computer or print it if you have a printer accessible.

![PDF toolbar with Save and Print buttons](image)

Send to Supervisor

15. Review the performance plan and, if needed, you can go back to any section to make changes. When the performance plan is ready to be submitted, click on the **Send to Supervisor** button at the bottom of the screen.

![Send to Supervisor button](image)

Next Steps

The supervisor will review the performance plan. Once you and your supervisor are satisfied with the performance plan, the supervisor has the option to forward the plan to a reviewer. Either the supervisor or reviewer will finalize the plan.

You will receive an email that will contain the following information after it has been approved:

```plaintext
Dear {name}, {Supervisor or Reviewer Name} has reviewed and approved your {year} performance plan and has sent it to you for review and acknowledgement of receipt.
```

**ACTION REQUIRED:**

- Logon to the performance management tool via HOKIESPA and select Performance Plan Menu.
- Select **“Create/Edit Plan”**.
- Scroll to the bottom of the plan and select **“I have received and reviewed by performance plan”**.

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).
Performance Plan Acknowledgment of Receipt

After a supervisor or reviewer has finalized the performance plan, you will need to view your plan, then acknowledge that you have received it.

1. Navigate to https://login.vt.edu/profile/cas/login?execution=e1s1 and log in with your username and password.

2. Click on Hokie Team.

3. Click on Performance Planning and Evaluation Tool.

4. Click on Performance Plan Menu.

5. From the Performance Plan menu select Create/Edit Plan or View Current Approved Plan.

6. Review the plan, then click on I have received and reviewed my performance plan button at the bottom of the screen.
Creating Your Self-Evaluation

The purpose of an evaluation is to document how well an employee has met the expectations defined in the performance plan. During this process, the employee has an opportunity to perform a self-evaluation.

When completing the self-evaluation, the employee should have the following items to help perform this task:

- Updated job description
- Copy of the approved performance plan
- Any other relevant documentation

The self-evaluation is used to document accomplishments as related to each performance goal/job responsibility and competency. It additionally allows an employee to summarize career development activities.

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**.

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

5. Click on **Create/Edit Self-Evaluation**.
You will see your approved performance plan in which you may rate yourself on each goal/job responsibility and competency. You are required to comment on each goal, but not rate yourself.

Enter Results and Accomplishments

6. Enter results and accomplishments for each assigned goal/job responsibility, then select a rating.

For each goal/job responsibility, describe in the comment field under Actual Results and Accomplishments how you have performed against the goal and metrics. Then, select the appropriate rating, the comments should provide justification for the rating that is selected.
Listed below is the description for each rating:

- **Model Performance** - Outstanding Performance that considerably and consistently exceeds expectations.
- **Strong Performance** - Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.
- **Developing Performance** - May partially meet performance expectations but needs improvement. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.
- **Unacceptable Performance** - Performance is well below an acceptable level in this area. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.

7. Click on **Save**, then click on **Continue to Next Goal** or **Continue to Competencies**.

**Select Competency Ratings**

Competencies describe the behavior that employees are expected to demonstrate when they are successfully performing their jobs. You will see a list of universal and job specific competencies. Universal competencies are pre-defined for all staff employees. If you are a supervisor, you will see a list of pre-defined competencies.

8. Select a rating for each competency.
Listed below is the description for each rating:

- **Model Performance** - Outstanding performance that considerably and consistently exceeds expectations.
- **Strong Performance** - Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.
- **Developing Performance** - May partially meet performance expectations but needs improvement. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.
- **Unacceptable Performance** - Performance is well below an acceptable level in this area. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.

9. When finished, click on **Save**, then click on **Continue to Overall Rating and Comments**.

### Select Overall Rating

The final step in the self-evaluation is to give an overall rating and enter final comments in regards to the self-evaluation.

10. Select an overall rating and enter any comments that relate to the self-evaluation.

Listed below is the description for each rating:

- **Model Performance** - Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to goals of the organization, department and/or senior management area.
- **Strong Performance** - Good, solid performance. Fulfills all position requirements and goals and may, on occasion, generate results above those expected of the position.
- **Developing Performance** - Performance leaves room for improvement. Employee requires either additional development in deficient technical areas; or, may be a new hire requiring additional training; or, is not responding favorably to coaching for performance improvement.
- **Unacceptable Performance** - Performance is well below the minimum position requirements. Requires immediate review and action including implementation of Performance Improvement Plan (PIP).

11. When finished, click on **Save**, then click on **View Entire Evaluation**.
12. After the self-evaluation has been completed, please click on View in PDF to save or print a copy of the self-evaluation.

Printing/Saving Performance Evaluation

When viewing the self-evaluation as a .pdf file using Adobe Acrobat Reader or any other type of PDF reader, you can use the Save and Print buttons in the PDF toolbar to save a copy onto your computer or print it if you have a printer accessible.

Send to Supervisor

13. Review the self-evaluation. You are welcome to go back to any section to make changes. When you are satisfied, click Send to Supervisor.
Next Steps

The supervisor will receive the self-evaluation and may use it to create your performance evaluation. The performance evaluation will go through an approval process. Afterwards, your supervisor will schedule a private meeting to review it with you.

You will receive an email with the following information:

*Dear {employee name}, your completed performance evaluation is now available to you in the performance management tool. You should be hearing from your supervisor to arrange a time to discuss your evaluation if they have not already contacted you.*

**ACTION REQUIRED:**

- Logon to the performance management tool via HOKIESPA and select Performance Plan Menu.
- Select “View Current Approved Evaluation”.
- Scroll to the bottom of the plan and select “I have received and reviewed my performance evaluation”

*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).*
Performance Evaluation Acknowledgement of Receipt

After meeting with the supervisor to go over the performance evaluation, he/she may release the evaluation for electronic signature by the employee. If for some reason you are unable to log into HokieSPA, or cannot access a computer, there is an option to collect an alternate signature. If the alternate signature is obtained, a paper copy of the form should be printed, signed and sent to the Human Resources' office.

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**.

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

5. Click on View Current Approved Evaluation.
6. Review the evaluation, then click on **I have received and reviewed my evaluation** button at bottom of the screen.

This completes the performance plan cycle! The supervisor should be meeting with the employee to work on next year’s performance plan within 30 days of receiving the performance evaluation.
### Performance Plan Status Definitions

<table>
<thead>
<tr>
<th>Performance Plan Status</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Plan Exists</td>
<td>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.</td>
</tr>
<tr>
<td>Employee Editing</td>
<td>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.</td>
</tr>
<tr>
<td>Supervisor Created Plan</td>
<td>Supervisor has created a performance plan.</td>
</tr>
<tr>
<td>Employee Complete</td>
<td>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.</td>
</tr>
<tr>
<td>Copied from Previous Year</td>
<td>The performance plan was copied from the previous year’s performance plan.</td>
</tr>
<tr>
<td>Copied from Employee</td>
<td>The performance plan was copied from the employee’s draft of the plan.</td>
</tr>
<tr>
<td>New Version Created</td>
<td>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.</td>
</tr>
<tr>
<td>Supervisor Editing</td>
<td>Supervisor is editing the plan and neither the employee or reviewer will be able to access the plan until the supervisor sends it on.</td>
</tr>
<tr>
<td>Employee Reviewing</td>
<td>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.</td>
</tr>
<tr>
<td>Supervisor Approved</td>
<td>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.</td>
</tr>
<tr>
<td>Reviewer Reviewing</td>
<td>The supervisor has sent the performance plan to the reviewer to examine.</td>
</tr>
<tr>
<td>Reviewer Approved</td>
<td>The reviewer has sent the performance plan to the employee for review.</td>
</tr>
<tr>
<td>Employee Approved</td>
<td>The employee has reviewed their performance plan and selected the “I have received and reviewed my performance plan” option.</td>
</tr>
<tr>
<td>Employee Reviewed and Approved a Paper Copy</td>
<td>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.</td>
</tr>
<tr>
<td>Employee Refused to Sign a Paper Copy</td>
<td>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.</td>
</tr>
</tbody>
</table>
### Performance Evaluation Status Definitions

<table>
<thead>
<tr>
<th>Performance Evaluation Status</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Evaluation Exists</td>
<td>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.</td>
</tr>
<tr>
<td>Employee Editing Self-Evaluation</td>
<td>Employee has created their self-evaluation and is still in process.</td>
</tr>
<tr>
<td>Supervisor Created Evaluation</td>
<td>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.</td>
</tr>
<tr>
<td>Supervisor Editing</td>
<td>The supervisor is editing the performance evaluation.</td>
</tr>
<tr>
<td>Evaluation Sent to Reviewer</td>
<td>The supervisor has completed the evaluation and sent it to the reviewer.</td>
</tr>
<tr>
<td>Evaluation Sent to Budget Authority</td>
<td>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.</td>
</tr>
<tr>
<td>Budget Authority Approves</td>
<td>The calibration team has approved the evaluation and returned it to the supervisor.</td>
</tr>
<tr>
<td>Senior Management Approves</td>
<td>The calibration team has approved the evaluation and returned it to the supervisor.</td>
</tr>
<tr>
<td>Supervisor Released to Employee</td>
<td>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.</td>
</tr>
<tr>
<td>Employee Approved</td>
<td>The employee has logged on and acknowledged evaluation approval.</td>
</tr>
<tr>
<td>Employee Reviewed and Approved a Paper Copy</td>
<td>The employee was provided a paper copy that they reviewed and signed.</td>
</tr>
<tr>
<td>Employee Refused to Sign a Paper Copy</td>
<td>The employee received a paper copy of the evaluation but declined to sign it.</td>
</tr>
</tbody>
</table>
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Blacksburg, VA 24061
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