HUMAN RESOURCES
VIRGINIA TECH

Serving as the Performance Management Designee

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.

When setting goals, you should ensure the goals are SMART:

- **Specific:** You are clear on what is meant by the goal. ***Ask:*** What do you want to achieve and why? What are the requirements/constraints? Who is involved?
- **Measurable:** You know when it has been achieved and how achievement will be measured. ***Ask:*** How do you track progress and measure the outcome? How will you know when you have reached it?
- **Achievable:** The goal is within your capability with available resources. ***Ask:*** How will you accomplish the goal? Is it realistic?
- **Relevant:** The goal is reasonable, reflects departmental goals, and is results-based. ***Ask:*** Is this a worthwhile goal? What is the expected impact? Does it align with our organizational goals?
- **Timebound:** You know the deadline for the goal. ***Ask:*** When will you accomplish this goal?

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.

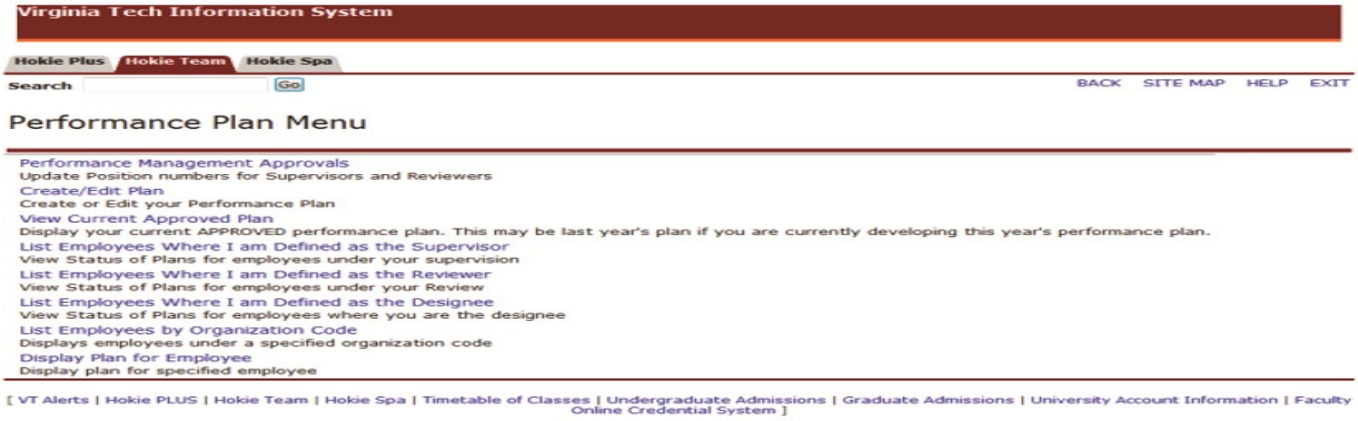
Performance Management Menus

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.

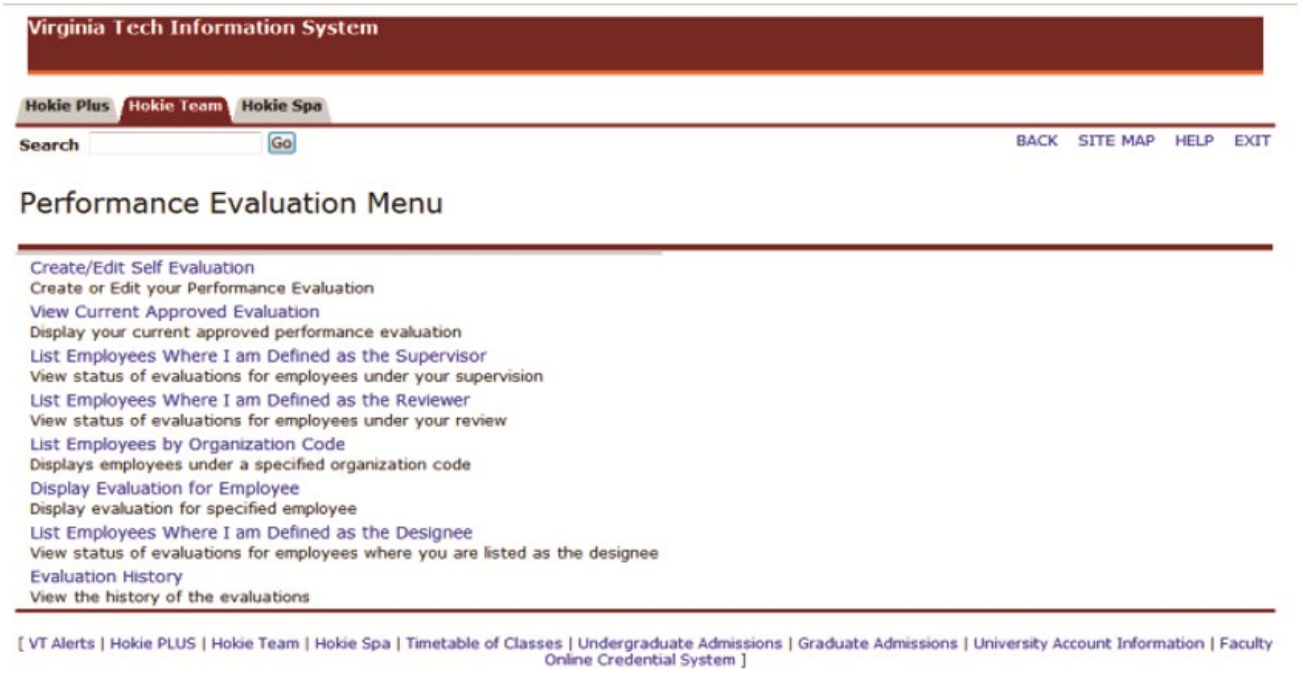
Performance Plan Menu

- 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.



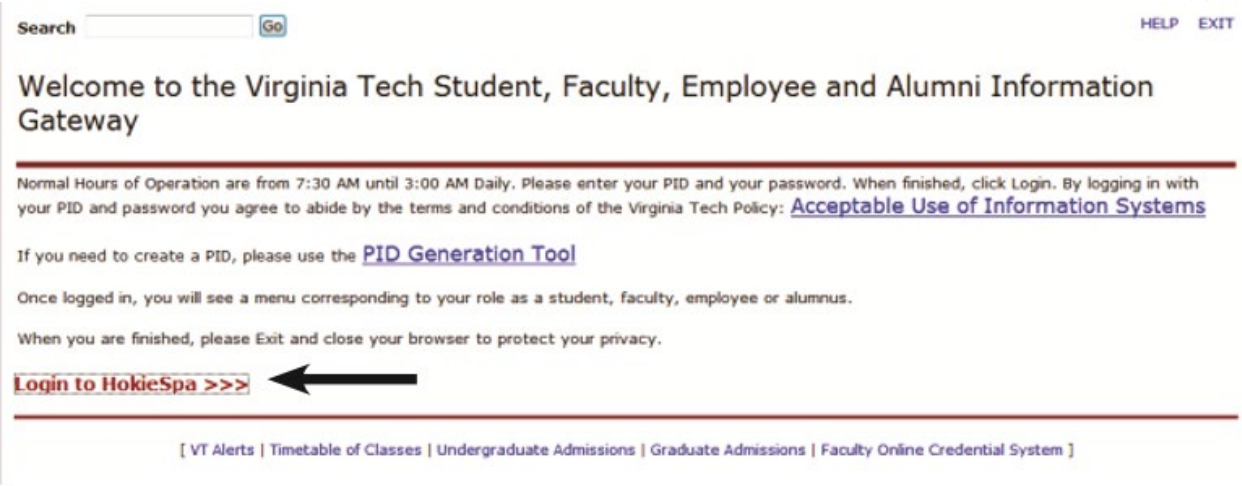
Creating Performance Plans

This option allows you to create performance plan for an employee.

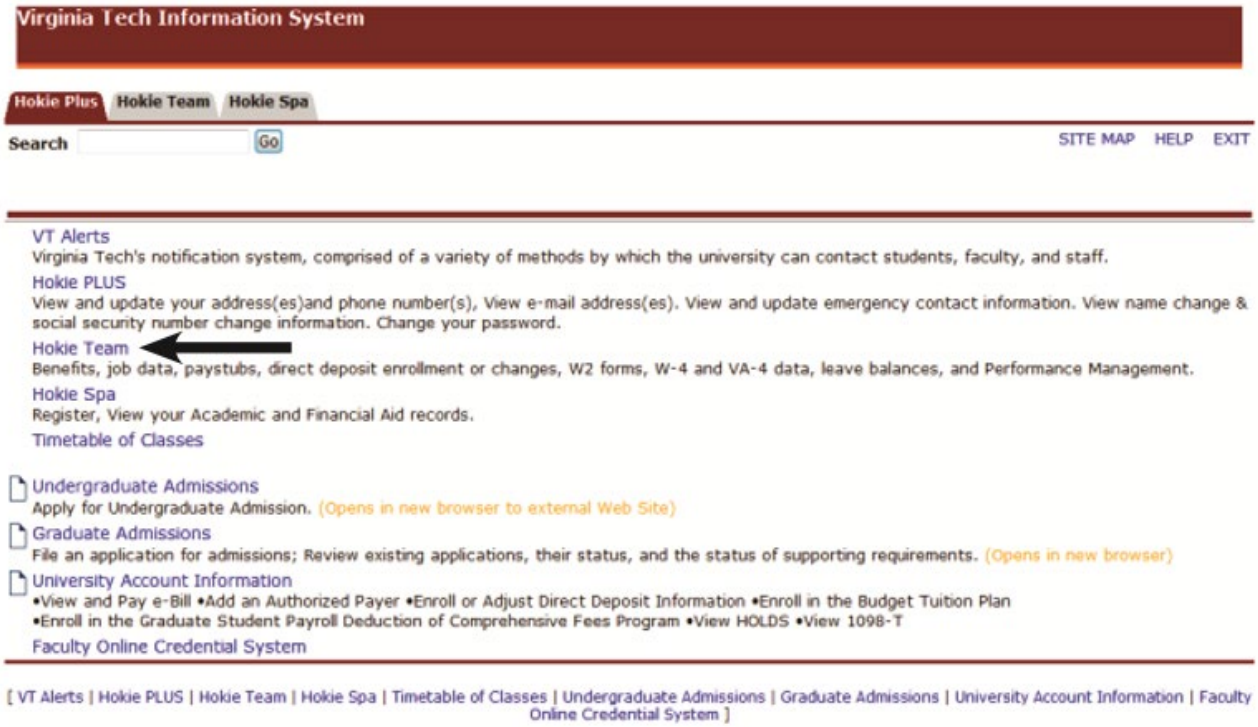
1. Navigate to https://login.vt.edu/profile/cas/login?execution=e1s1 and click on **Login to HokieSpa**.

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

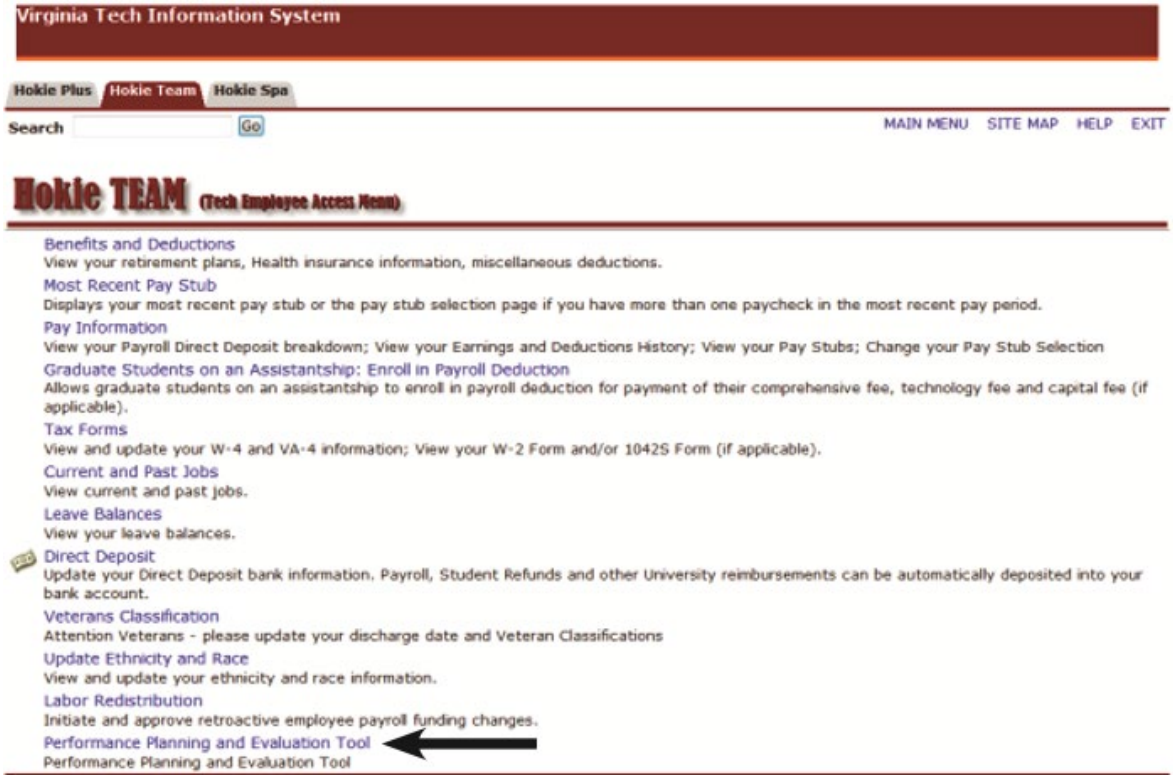
Please Note: The system will time out after 30 minutes of inactivity so please save periodically.



2. Click on **Hokie Team.**

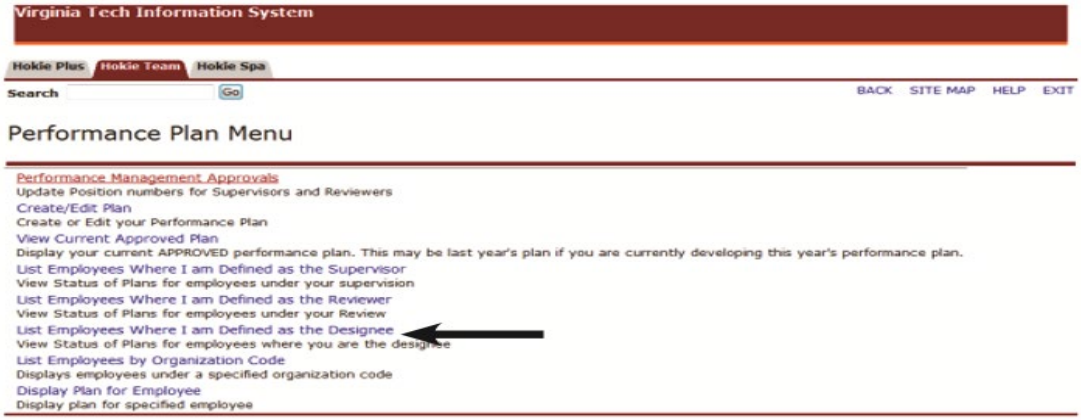


3. Scroll to the bottom of the screen and click on **Performance Planning and Evaluation Tool**.



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

5. Click on **List Employees Where I am Defined as the Designee**.



Create New Plan

As a designee, you will see a list of employees that contains position number, name, plan status, plan year, alternate signoff, option to view plan, and option to view history. To display employees who are defined as AP faculty, check mark the **Display AP faculty** box and click on the **Apply** button.

6. Click on **View Plan** to create a new plan.

7. There are 2 different ways to create a performance plan.

Copy Last Year's Performance Plan

Create a New Performance Plan

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

A

Copy Last Year's Performance Plan

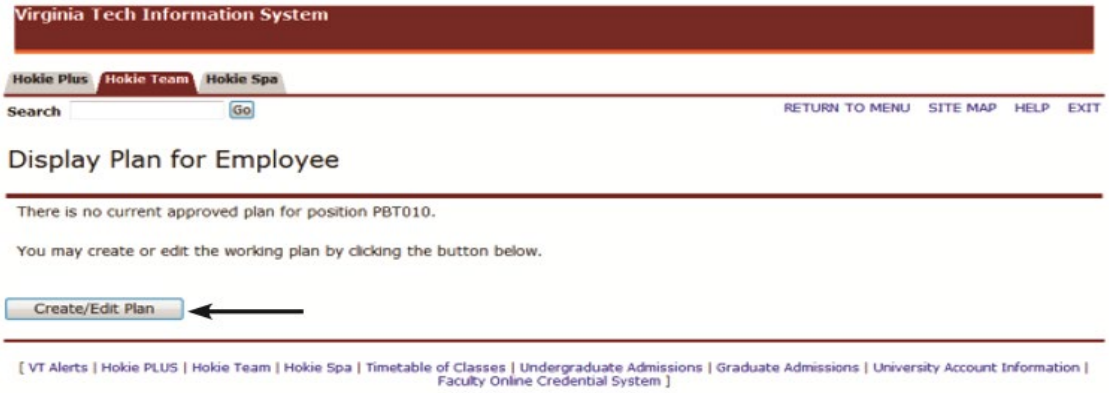
If a performance plan was created in the previous year using the performance management online system, you may copy that plan for the current year.

- Click on the **Copy to Next Plan Year** button at the bottom of the screen.

Create a New Performance Plan

If a performance plan was not created in the previous year, you will see the option to create a new plan.

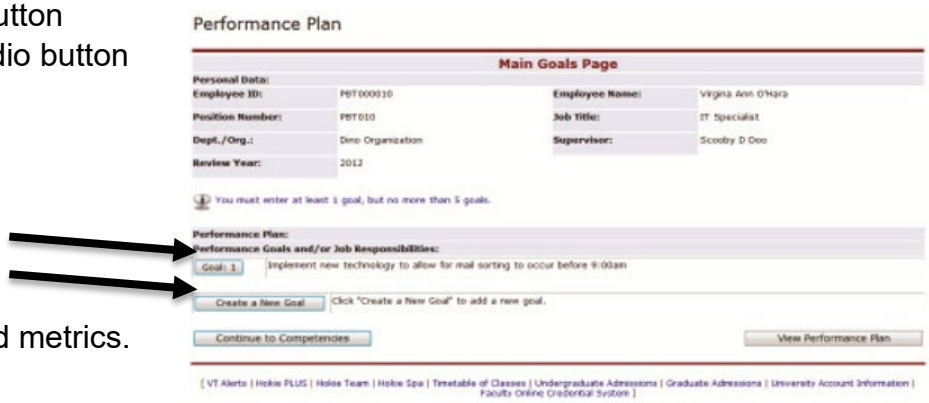
- Click on the **Create/Edit Plan** to create a new plan.



Create/Edit Goals

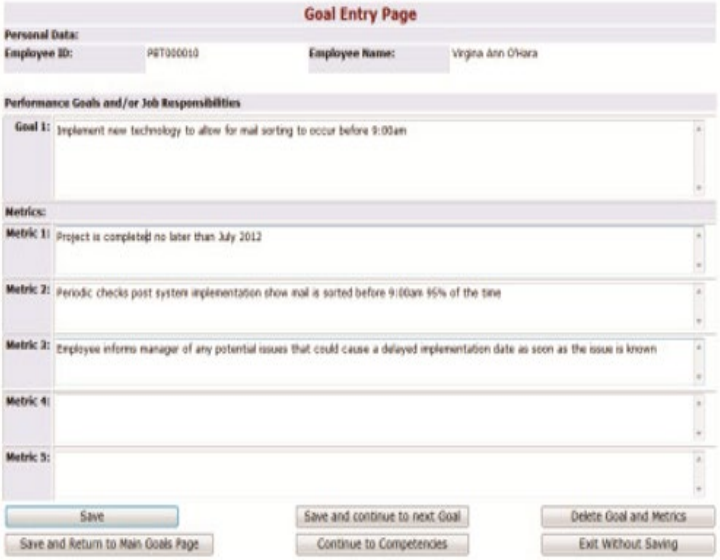
*Hint: When creating goals, use **S.M.A.R.T.***

8. Click on the **Create a New Goal** button to enter a new goal or the **Goal** radio button to edit a goal.



9. Enter/view the goal information and metrics.

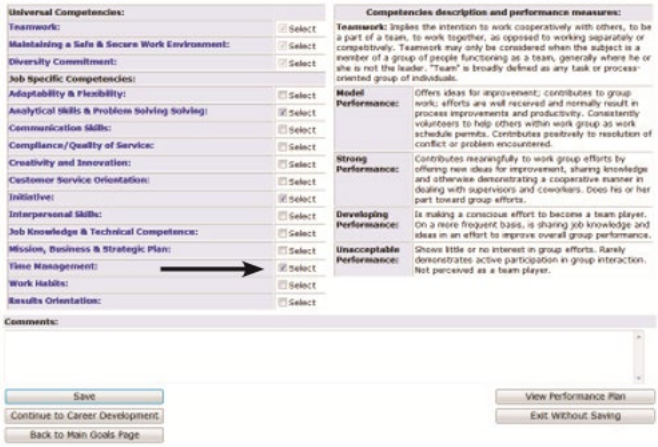
10. When finished, click on **Save**, then click **Save and continue to next Goal** or **Continue to Competencies**.



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.



11. Choose the competencies by selecting the check box beside the competency name.
    Select between 3 and 5 competencies.

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

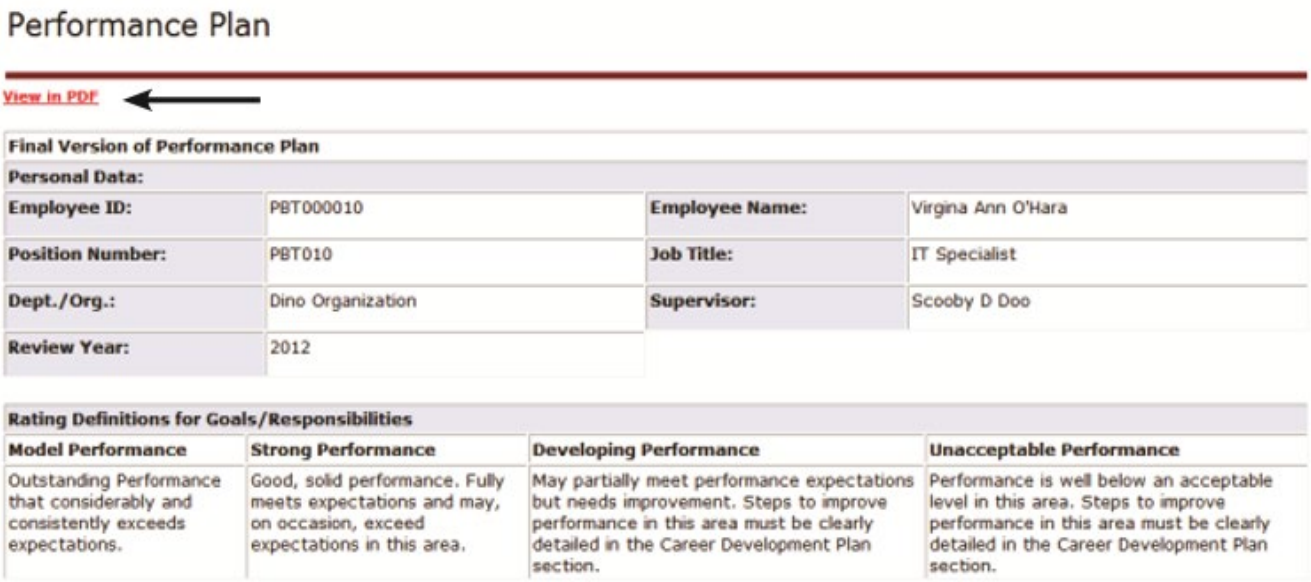
Please Note: If there are more than 5 competencies, then the comments field at the bottom of the section should be used. It is important to remember that between 3 and 5 competencies are considered the optimal number. As you add more and more competencies, it is difficult to really strive for excellence.

Create/Edit Career Development

13. Create or edit information under the *Item Employee is responsible* for section and *Item Supervisor is responsible* for section.

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

15. After the performance plan has been completed, please click on the **View in PDF** link to save or print a copy of the plan.



Performance Plan

View in PDF

Final Version of Performance Plan			
Personal Data:			
Employee ID:	PBT000010	**Employee Name:**	Virgina Ann O'Hara
Position Number:	PBT010	**Job Title:**	IT Specialist
Dept./Org.:	Dino Organization	**Supervisor:**	Scooby D Doo
Review Year:	2012		

Rating Definitions for Goals/Responsibilities			
Model Performance	**Strong Performance**	**Developing Performance**	**Unacceptable Performance**
Outstanding Performance that considerably and consistently exceeds expectations.	Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.	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.	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.

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.

Send to Employee or Reviewer

16. When the plan is ready, click on one of the following buttons: **Send back to Employee for Input, Finalize and send to Employee** or **Finalize and send to Reviewer**.

Back to Main Goals Page

Modify or add another goal.

Back to Competencies

Modify or add competencies.

Back to Career Development

Modify or add items to career development.

Send back to Employee for Input

Send the performance plan to the employee to allow them to review and give feedback.

Finalize and send to Employee

Send the finalized performance plan to the employee.

Finalize and send to Reviewer

Send the finalized performance plan to the reviewer in the department.

Next Steps

If **Send back to Employee for input** is selected, the employee will be able to edit the performance plan and return it back to the supervisor for approval or further modifications. The employee will receive an email to let them know that a performance plan is available for them to review. These steps can be repeated as many times as it takes to be satisfied with the plan.

A designee at any time can check the status of the performance review to make sure that the plan is finalized within the appropriate time frame.

Check the Status of a Performance Plan

1. Log into https://login.vt.edu/profile/cas/login?execution=e1s1

2. Click on **Hokie Team**.

3. Click on **Performance Planning and Evaluation Tool**.

4. Click on **Performance Plan Menu**.

5. Click on **List Employees Where I am Defined as the Designee.**

- After the employee has reviewed the plan and provided input, the status will change to **Supervisor editing**.

- Both the supervisor and designee can now view the plan and select **Finalize** and **Send to Reviewer** or **Finalize and Send to Employee**. If a plan is sent to a reviewer, then the person designated as the reviewer will be able to look at the plan and provide feedback.

- When the plan is finalized and sent to the employee, the status will change to **Supervisor Approved.**

- The employee will be able to view the final plan and acknowledge receipt of it. The status will then change to **Employee Approved**.

If **Send to Reviewer** is selected, the reviewer will go over the performance plan and, can either send it back to the supervisor for modifications, or they may approve the plan. Once the plan is approved, the employee will need to log into the performance system to acknowledge receipt of the performance plan. If the employee cannot log into the system, a paper copy may be printed and signed. The supervisor or designee will then need to enter an **Alternate Employee Signoff.**

Please refer to pages 25 and 26 for performance plan status definitions.

Alternative Employee Signoff

If the employee reviewed the performance plan and approved a paper copy, or if the employee refused to sign a paper copy, then the designee has the option to submit an **Alternative Employee Signoff.**

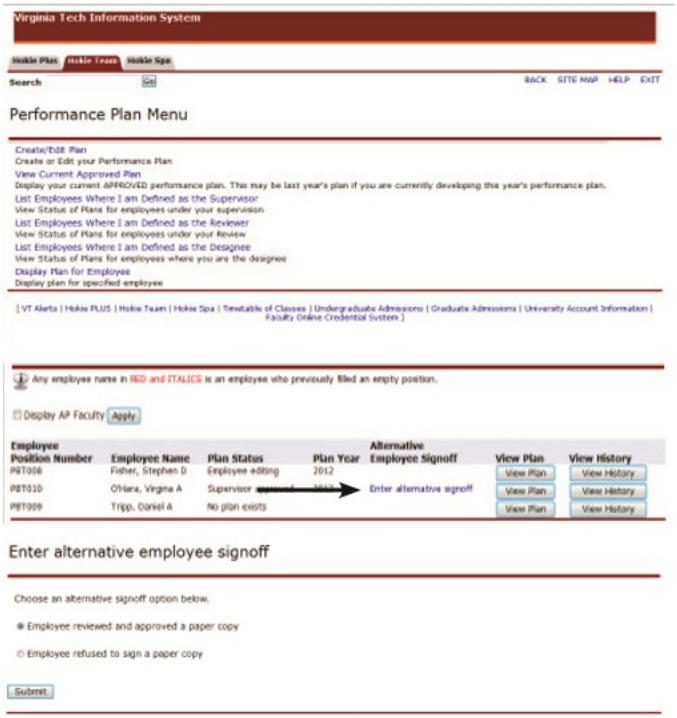
1. From the Performance Plan menu select **List of Employees Where I am Defined as the Designee**.

2. Click on **Enter alternative signoff**. This option will only appear once either the supervisor or reviewer has finalized the plan and forward it to the employee.

3. Choose one of these options and click on the **Submit** button:

   - Employee reviewed and approved a paper copy

   - Employee refused to sign a paper copy



When viewing the plan status, it will reflect either **Employee reviewed and approved a paper copy** or **Employee refused to sign a paper copy**.

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).

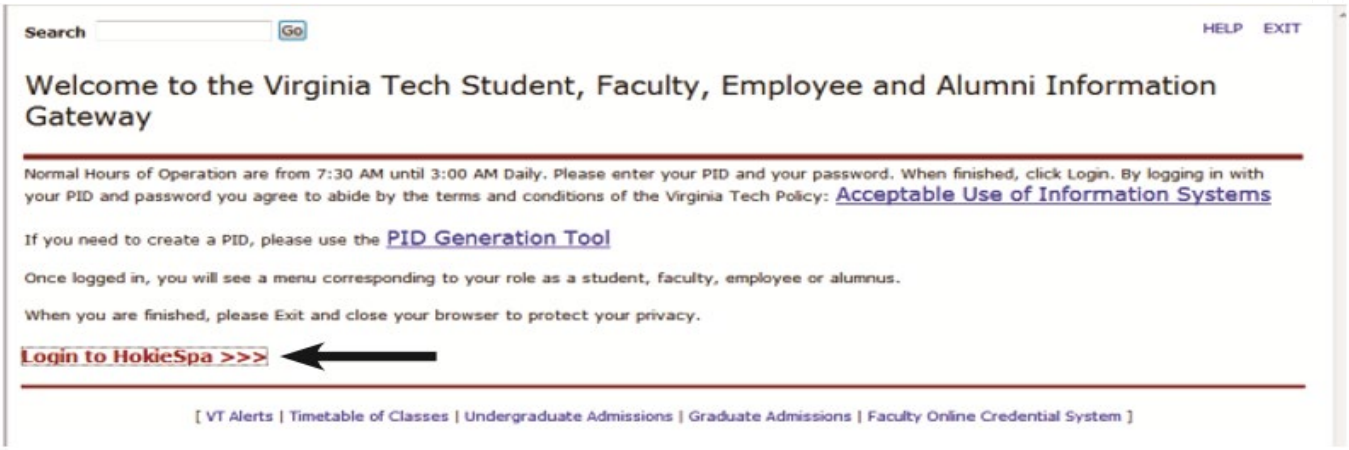
Editing Evaluations

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. The self-evaluation can be completed online through the performance management system or through the use other forms such as the Employee Work Profile Performance Plan and Evaluation (P112). The self-evaluation is used to document accomplishments as related to each performance goal/job responsibility and competency and allows an employee to summarize career development activities.

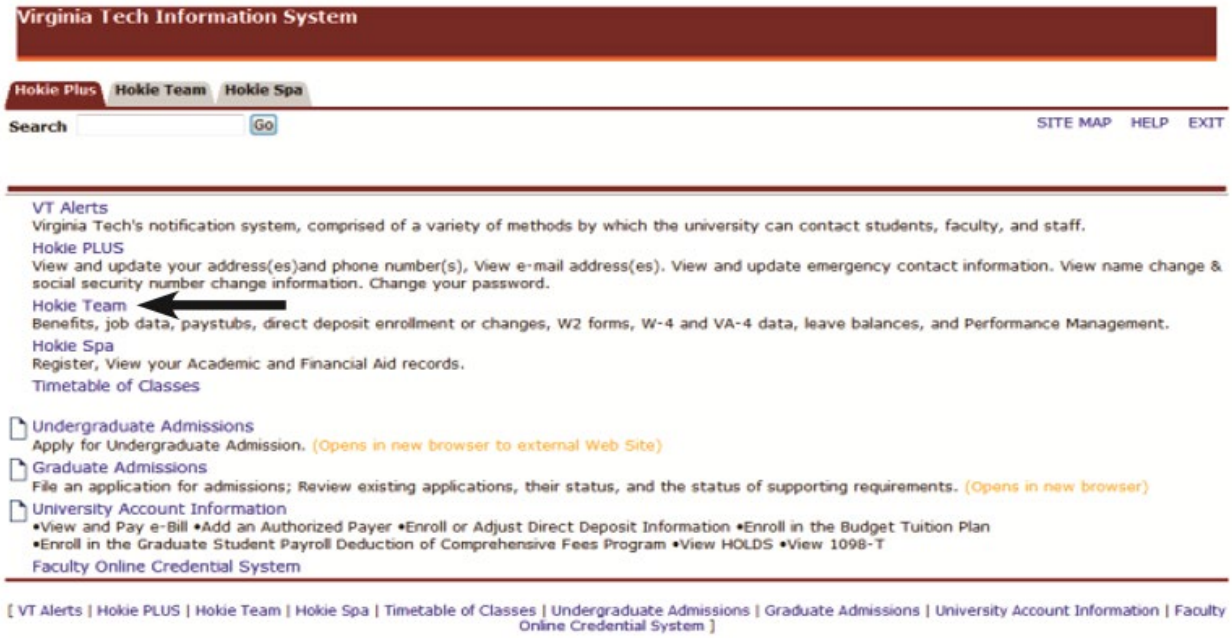
If a supervisor begins the performance evaluation process, a person who has the designee role may edit the evaluation but they will not have the access to submit the finalized version.

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.

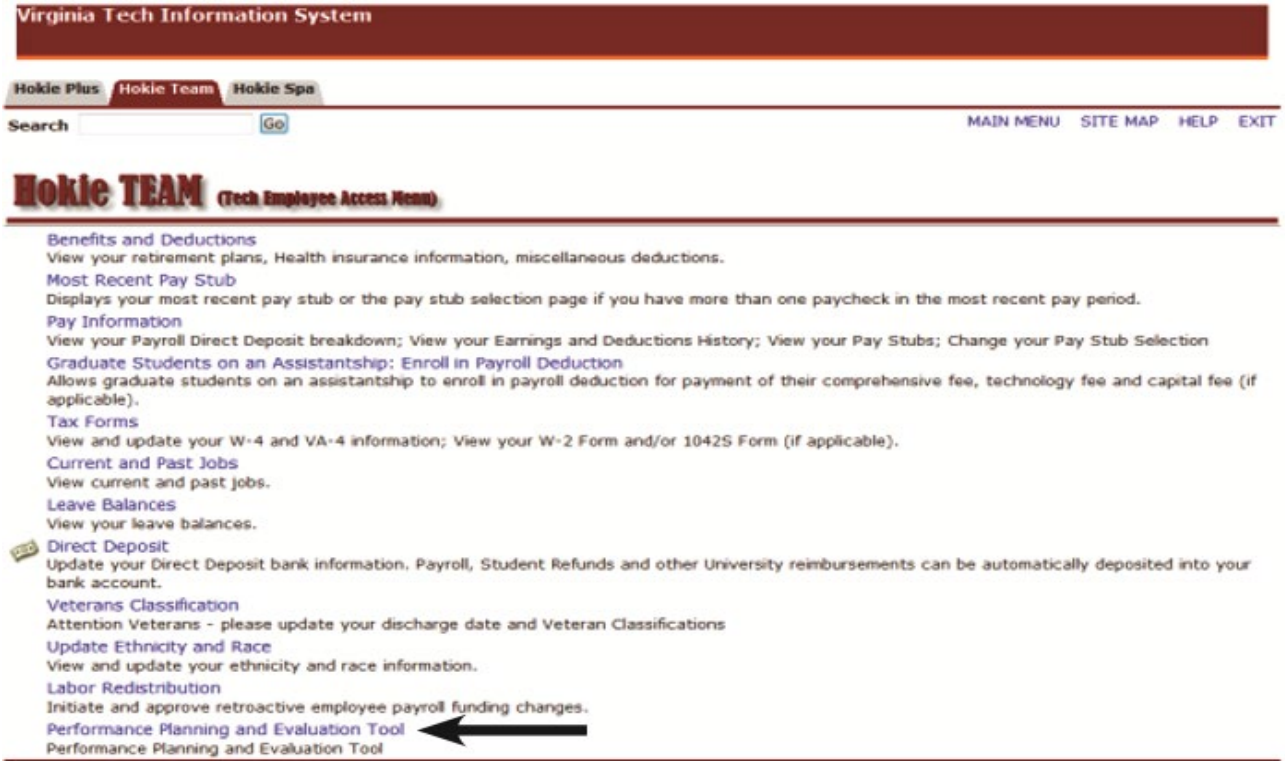
Please Note: The system will time out after 30 minutes of inactivity so please save periodically.



2. Click on **Hokie Team.**

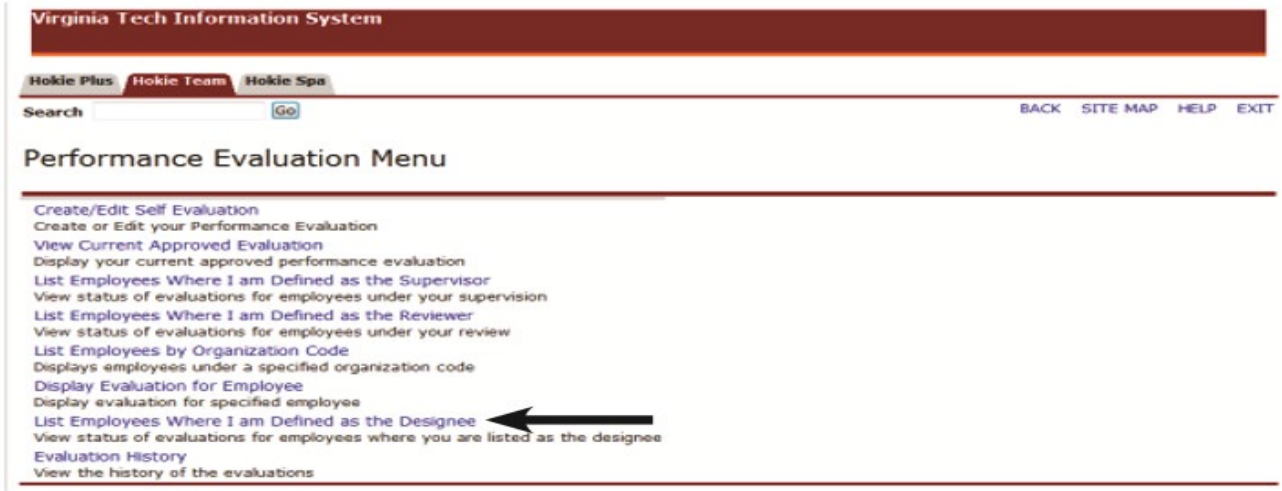


3. Scroll to the bottom of the screen and click on **Performance Planning and Evaluation Tool**.



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

Click on **List Employees Where I am Defined as the Designee.**



As a designee, you will see a list of employees that contains position number, name, evaluation status, evaluation year and option to view evaluation. To display employees who are defined as A/P faculty, check mark the **AP faculty** box and click on the **Apply** button. You may only select an evaluation if the status is ***Supervisor Editing***.

5. Click on the **Create/Edit Evaluation**.

Enter Results and Accomplishments

6. Edit the results and accomplishments for each assigned goal/job responsibility and check the appropriate performance rating for each one.

Listed below is the description for each rating:

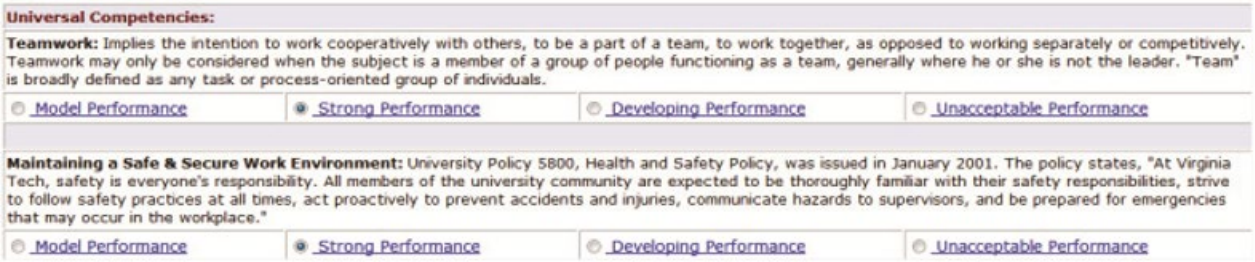
- **Model Performance** - Outstanding Performance that considerably and consistently exceeds expectations.
- **Strong Performance** - Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.
- **Developing Performance** - May partially meet performance 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.

8. 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 they are a supervisor, you will also see a list of pre-defined competencies.

9. 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.

10. Click on **Save,** then click on **Continue to Overall Rating and Comments**.

Select Overall Rating

The final step in the performance evaluation is to give an overall rating and enter a summary of overall performance.

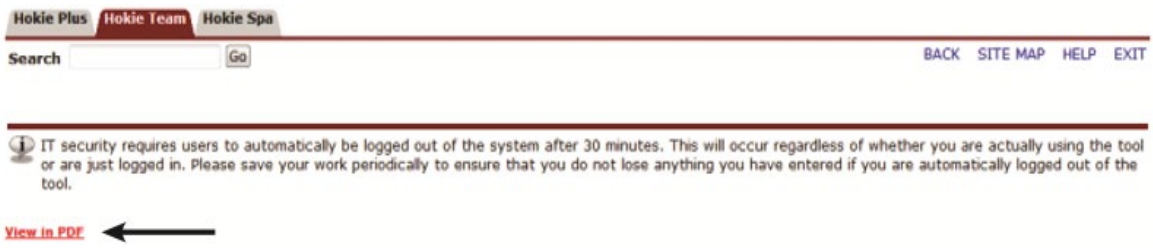
11. Select an overall rating and enter comments in the Supervisor's Summary of Overall Performance.

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).

12. When finished, click on **Save**, then click on **View Entire Evaluation**.

13. After the evaluation has been completed, please click on **View in PDF** to save or print a copy of the 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.

Review Performance Plan

14. Review the performance evaluation and, if needed, you can go back to any section to make changes. You will notice that there is not an option to Finalize and send to Reviewer, the supervisor must perform that function. You now may exit the evaluation.

Exit without Saving

Exit without Saving and return to main menu.

Back to Goals

Modify items in the goals section.

Back to Competencies

Modify items in the competencies section.

Back to Overall Rating and Comments

Modify the overall rating and comments section.

Next Steps

The supervisor will need to send the performance plan to the reviewer so they can edit the performance evaluation and return it back to the supervisor for approval or further modifications. A designee at any time can check the status of the performance review to make sure that the plan is finalized within the appropriate time frame.

Check the Status of a Performance Evaluation

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

2. Click on **Hokie Team**.

3. Click on **Performance Planning and Evaluation Tool**.

4. Click on **Performance Evaluation Menu**.

5. Click on **List Employees Where I am Defined as the Designee.**

Employees Where I am Defined as the Designee

Display AP Faculty Apply

Employee Position Number	Employee Name	Plan Status	Plan Year	Alternative Employee Signoff	View Plan	View History
PBT007	Doo, Scooby D	Supervisor editing	2012		View Plan	View History
PBT008	Fisher, Stephen D	Employee reviewing	2012		View Plan	View History
PBT010	O'Hara, Virgina A	Employee approved	2012		View Plan	View History

- While the performance evaluation is being written, the status will be **Supervisor Editing**.

- After the supervisor sends the performance review to the reviewer, the status changes to **Evaluation Sent to Reviewer.**

- The reviewer will go through evaluation, enter final comments, and submit to Budget Authority. The status changes to **Evaluation Sent to Budget Authority.**

- After Budget Authority and/or Senior Management has reviewed all evaluations, they will be released back to the supervisor. The status will change to **Budget Authority Approved** or **Senior Management Approved**.

- The supervisor will receive an email after it has been approved and schedule a meeting with the employee to review the evaluation. The supervisor will then release the evaluation to the employee and the status will change to **Supervisor released to employee**.

- After the employee has acknowledged receipt of their performance plan, the status changes to **Employee Approved.**

Please refer to pages 25-26 for performance plan and evaluation status definitions.

Alternative Employee Signoff

If the employee reviewed the performance evaluation and approved a paper copy, or if the employee refused to sign a paper copy, then the designee has the option to submit an **Alternative Employee Signoff.**

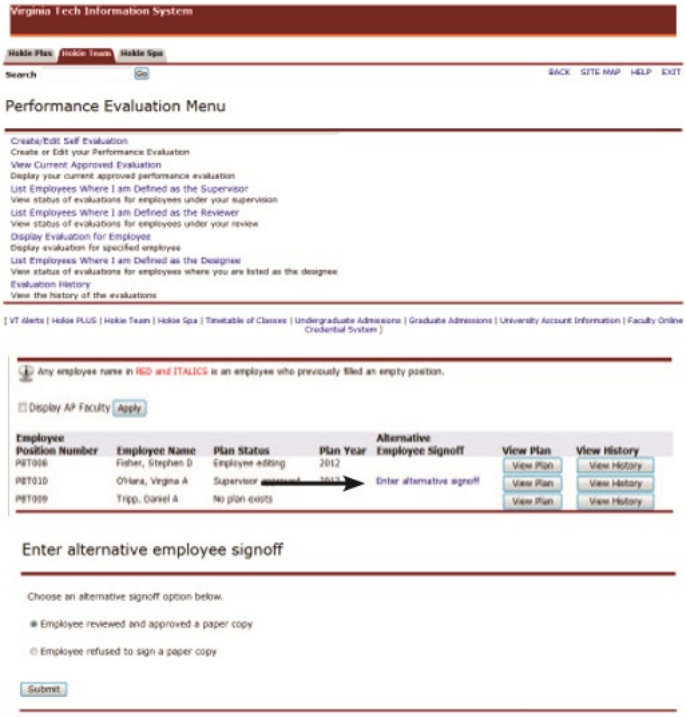
1. From the Performance Evaluation Menu select **List of Employees Where I am Defined as the Designee**.

2. Click on **Enter alternative signoff**. This option will only appear once the evaluation has been approved by Budget Authority and/or Senior Management.

3. Choose one of these options and click on the **Submit** button:

   - Employee reviewed and approved a paper copy

   - Employee refused to sign a paper copy



When viewing the evaluation status, it will reflect either **Employee reviewed and approved a paper copy** or **Employee refused to sign a paper copy**.

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.

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 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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