

THE UNIVERSITY OF TEXAS AT AUSTIN

ANNUAL PERFORMANCE EVALUATION

FOR CLASSIFIED PERSONNEL AND NON-TEACHING PROFESSIONAL STAFF

For Evaluation Period Ending:

Employee Name:

Title: Manager

Department:

KEY RESPONSIBILITIES	EVALUATION OF PERFORMANCE
<p>THIS SECTION DETAILS THE SPECIFIC RESPONSIBILITIES FOR THIS POSITION. IT'S HELPFUL TO CLUSTER THESE IN CATEGORIES, RATHER THAN SIMPLY LISTING THE ESSENTIAL FUNCTIONS FROM A JOB DESCRIPTION. IT'S ALSO PRODUCTIVE TO LIST THE CATEGORIES IN ORDER OF SIGNIFICANCE OR IMPORTANCE. PERFORMANCE STANDARDS CAN EITHER BE INCLUDED AFTER EACH KEY RESPONSIBILITY OR AT THE END OF A CATEGORY.</p>	<p>THIS SECTION CONTAINS A NARRATIVE SUMMARY OF THE PROBATIONARY OR ANNUAL PERFORMANCE OF THE PERSON IN THIS POSITION. INDIVIDUAL WORKERS CAN USE THIS DOCUMENT TO RECORD THEIR ACCOMPLISHMENTS, ACHIEVEMENT OF GOALS AND OBJECTIVES, AND THEIR DEVELOPMENTAL CONCERNS AND NEEDS. MANAGERS CAN ALSO RECORD THEIR OBSERVATIONS, DISCUSSIONS AND ASSESSMENT OF STAFF PERFORMANCE.</p>
<p>1. SECTIONAL LEADERSHIP</p>	
<p>Leads section/group/team in designing, developing, implementing, maintaining and evaluating effective human resource strategies and programs in area of expertise. Coordinates initiatives, processes and programs in section.</p> <p>Facilitates section/group/team to identify campus and departmental patterns, developing and implementing responsible, innovative change strategies and responsive action plans.</p> <p>Consults on appropriate responses to potential problem areas with other department managers, administrators and departmental managers.</p> <p>Develops, coordinates and recommends policy statements or program changes.</p> <p>Reviews and evaluates non-routine, more difficult or more specialized policy interpretations, departmental or employee problems, as requested.</p>	<p>Over the last year, this manager has done very good work in updating her section's processes to make them more consistent with current campus initiatives and recent legislation. She drafted policies for relevant new laws and coordinated the approval process through the appropriate channels.</p> <p>YOU CAN ALSO CHOOSE TO EVALUATE PERFORMANCE WITHIN THE SECTION WITH THE APPROPRIATE PHRASE FIRST, RATHER THAN EMBEDDING IT IN THE NARRATIVE. YOU MAY ALSO WANT TO INCLUDE DEVELOPMENTAL SUGGESTIONS OR NEGOTIATED IMPROVMENTS.</p> <p>Generally less than satisfactory and requiring improvement. This manager still has some difficulty working strategically to identify the true causes underneath chronic, recurring problems. She seems to be stressed by the work flow and crisis nature of many situations. Developmentally, we have agreed that she will work with another manager who demonstrates an ability to plan proactively. Hopefully, this peer learning</p>

	<p>process will assist her to develop these skills. Additionally, she has agreed to monitor and track the patterns in one of her areas, and we will meet quarterly to review her analysis of the problems. She will also include her staff in this problem solving process. We have also agreed that she will participate in a leadership program, which we are researching.</p>
<p>Submits annual sectional/group/team budget recommendations and justifications.</p> <p>Coordinates the gathering and reporting of statistical data for annual reports and special studies.</p>	<p>She did a satisfactory job of preparing budget and other special reports within agreed-upon time-frames.</p>
<p>PERFORMANCE INDICATORS ARE USED TO DEVELOP SPECIFIC PERFORMANCE STANDARDS FOR KEY RESPONSIBILITIES. MANAGER AND WORKER CAN DISCUSS AND NEGOTIATE THE LEVELS OF PERFORMANCE: SUPERIOR, VERY GOOD, SATISFACTORY, GENERALLY LESS THAN SATISFACTORY AND CONSISTENTLY UNSATISFACTORY. THESE STANDARDS CAN EITHER BE EMBEDDED IN EACH KEY RESPONSIBILITY OR SEPARATED OUT AS IS SHOWN HERE.</p>	<p>THIS SECTION CAN FOCUS ON HOW THE INDIVIDUAL IN THIS POSITION SPECIFICALLY MET THEIR PERFORMANCE STANDARDS AND OBJECTIVES.</p>
<p>1. (Performance Indicator)</p> <p>Completion of negotiated annual initiatives on the Management Compact.</p> <p>Development, revision and communications of policy in section.</p> <p>Timely follow-through on legislation & initiatives with policies, programs and processes.</p> <p>Evaluation by internal and external customers.</p> <p>Sectional Results on State Audit.</p>	<p>She did a satisfactory job of meeting four of the seven agreed-upon initiatives for her area. Staff turnover and the addition of numerous special, short-term projects kept her from completing the others. I agreed that I was responsible, in part, for changing her section's priorities, based on changing Department needs.</p> <p>She and her staff did very good work developing new policies and communicating them to the campus.</p> <p>Campus feedback on the section's work is satisfactory.</p> <p>The section did very well on the state audit.</p>
<p>2. SECTIONAL MANAGEMENT</p>	
<p>Manages staff in section according to Department Human Resources Practices and Procedures for recruitment, selection, orientation, performance management, support and evaluation, counseling and discipline, training and compensation.</p> <p>Selects staff based on values and principles expressed in Vision and Mission, including customer service, quality, team processes, continuous improvement, diversity, innovation and automation, in addition to professional experience,</p>	<p>The manager has made many improvements in the way in which she manages her staff. In particular, she has begun using selection panels with external customers and other sections to choose new staff. This has increased campus and departmental collaboration. Additionally, she has appointed a project team to develop a sectional orientation check-list and materials to follow up on the departmental orientation. She has also done a superior job of allowing many of her sectional staff to attend training.</p>

education and training.

Selects professional positions using selection panels that minimally include a member from another appropriate section and a departmental or process team customer.

Orients all new staff members using the Departmental Orientation Program.

Develops, implements, monitors and evaluates a sectional orientation program that includes checklists, desk manuals and internal procedures.

Develops, uses and updates annually position descriptions for each position that includes values and principles from vision and mission in addition to technical responsibilities.

Conducts probationary and annual performance evaluations that demonstrate setting performance standards, negotiating annual goals that are part of departmental and sectional initiatives, frequent communications and coaching, and counseling, redirection and disciplining, if appropriate.

Makes promotional decisions and awards merit increases for outstanding performance, accomplishment and innovation.

Recommends promotions and merit increases based on values and principles in the mission and vision, strategic plan, and Human Resources Practices and Procedures.

Provides reinforcement, praise, respect, support, recognition, encouragement, gratitude, appreciation and coaching.

Encourages attendance at training by developing annual training plans that address peak workload periods.

Plans, organizes and delegates individual and team work activities.

Communicates regularly with individual staff and with section through managing by wandering around, one-on-one conferences, and regular staff meetings.

Arranges support and time for staff to participate in cross-sectional, team and process review activities,

One area that is still a concern is developing and using updated position descriptions that specifically detail each person's performance expectations. We have agreed on a time-line so that the first draft of these will be developed by the end of the next quarter. Once this process is completed, they can then be used to address any performance problems appropriately and to make merit recommendations based on specific criteria. This should address **less than satisfactory** performance in this area.

This manager has asked her staff to evaluate her as a supervisor, an **above normal expectation** in performance, since we have not agreed as a Department to require this for managerial positions. They report that she is a very strong advocate for them, is extremely knowledgeable and supportive, and provides them with much information and training. However, they have also suggested that she could improve by engaging in more comprehensive planning. We have agreed that she attend the project management class next time it is offered. She is also beginning to keep a running list of all assigned projects with projected due dates.

This manager's staff has been **very good** in participating in quality, process review, special project and Joint-Application-Development teams. This is very commendable, given their short staffing patterns.

DATA ENTRY NOTE: Lengthy information in a single table cell can cause problems with printing the completed form. In this example, it would be better to break this information into several smaller pieces.

<p>integrating these activities into formal key responsibilities and annual goals.</p>	
<p>2. (Performance Indicators)</p> <p>Follow-through on HR Practices and Procedures.</p> <p>Staff selection based on values and principles of vision and mission.</p> <p>Use of selection panels.</p> <p>Use of Departmental Orientation.</p> <p>Development and use of sectional orientation.</p> <p>Development and use of position descriptions.</p> <p>Completion of probationary and annual performance evaluations on schedule.</p> <p>Feedback from staff.</p> <p>Development and follow-through on annual training plans.</p> <p>Planning, organization and delegation.</p> <p>Use of and assessment by staff on communications.</p> <p>Sectional participation in cross-sectional team and process review activities.</p> <p>Recommendations for staffing, promotions and merit increases based on HR Practices and Procedures.</p> <p>Retention and turnover figures.</p> <p>Exit interviews of staff.</p> <p>Satisfaction of staff on annual employee survey and 360 degree feedback, if adopted by section/group/team.</p>	<p>This manager is following up on many of the practices and procedures in a satisfactory manner. She is including selection criteria such as customer service, in addition to the technical components of the jobs.</p> <p>Her use of selection panels has been very good.</p> <p>Use of the departmental orientation has been satisfactory.</p> <p>This initiative has not been followed through on satisfactorily.</p> <p>These have been accomplished without updated position descriptions, as we had agreed.</p> <p>She has collected this feedback in a very good manner.</p> <p>She has done a superior job in the training area.</p> <p>She continues to have difficulty doing long-range planning, organization, and systematic delegation, resulting in generally less than satisfactory performance.</p> <p>Staff assessment indicates she has superior communications processes in place.</p> <p>Her group has done a superior job participating on teams.</p> <p>This is an area in which we will continue to develop. Turnover in her section continues to be a problem. Salary structure is an issue.</p> <p>We are beginning exit interviews to determine any other relevant factors.</p> <p>Sectional feedback on the survey was very good.</p>
<p>3. SECTIONAL REPRESENTATION</p>	
<p>Consults with external customers in departments. Communicates with and advises administrators, deans, directors and departmental managers and representatives on appropriate responses to potential</p>	<p>This manager has really increased her external visibility and availability to campus customers, meeting often with them in their departmental staff meetings, at public, campus-wide meetings, and in individual coaching and</p>

<p>problem areas.</p> <p>Meets with employee groups and officials of the University to provide information and policy interpretation and to serve as an internal consultant or resource person.</p> <p>Responsible for departmental liaison. Initiates, develops, implements, coordinates, monitors and assesses program changes for improving management on campus and in departments.</p> <p>Represents the Department at appropriate conferences, meetings and seminars.</p> <p>Prepares and presents new policies, programs, and initiatives on campus.</p> <p>Writes policy, procedures and other informational and marketing material.</p> <p>Responds to established deadlines for publications.</p> <p>Responsible for submission of one article for each publication.</p> <p>Markets section/group/team services to campus customers.</p>	<p>consulting situations. Feedback on these from Administrators, Deans, Directors, Managers and other employees indicates that she is very responsive to their concerns. She answers their E-Mail and phone calls in a timely manner, having greatly increased her turn-around time. Her public presentations have been very timely and well-received. Advice she has given campus staff has been very helpful in addressing their needs and problems. She also presented one of her newly-reviewed sectional processes at a regional conference, giving the University and our department increased visibility. Her marketing and informational material has greatly improved. Memos and articles she and her staff have prepared are clear and well-written. Her performance in this area is, therefore, very good and above normal expectations.</p>
<p>3. (Performance Indicators)</p> <p>Feedback from external customers.</p> <p>Initiative, implementation and follow-through of sectional goals and programs.</p> <p>Quality of marketing strategies.</p> <p>Quality of written materials.</p>	<p>I have received several verbal and written notices of appreciation and thanks for her services and that of her staff (memos attached). Although there were a few indications that service was not adequate, overall her performance was very good.</p> <p>Her marketing strategies continue to improve. We are looking for a formal marketing training class for her to attend.</p> <p>Her section's written materials are very good. They did especially good work with flyers and brochures announcing their newly-reviewed processes and procedures.</p>
<p>4. CONTINUOUS IMPROVEMENT, QUALITY, AND CUSTOMER SERVICE</p>	
<p>Initiates, develops, implements, monitors and evaluates continuous quality improvement strategies, practices, training and processes throughout section/team/group.</p> <p>Initiates at least one process review within section annually.</p> <p>Participates actively in HRS Customer Survey</p>	<p>This manager is continuing to integrate quality into her practice in a satisfactory manner. She has followed through on suggestions for team development in her section and encouraging her staff to attend training.</p> <p>The process review team in her area is making satisfactory progress and should have their recommendations by the next quarter.</p>

<p>process.</p> <p>Integrates quality and customer service principles into performance management and evaluation practices.</p> <p>Recruits, selects, orients, trains and manages consistent with quality principles and practices.</p> <p>Arranges for staff to participate in quality processes.</p> <p>Models, coaches, reinforces and rewards the customer service principles and values of our mission and vision.</p> <p>Counsels, re-directs, provides training, and disciplines, if appropriate, poor customer service.</p>	<p>Since we have not instituted a formal process in this area, this is not relevant.</p> <p>Position descriptions being developed in her area over the next quarter will include these dimensions.</p> <p>These have been added to selection criteria and questions for her area. Training in quality has been superior.</p> <p>She has done a very good job of reinforcing customer service principles with her staff.</p> <p>This area has not been satisfactorily addressed through a performance management system. We will have this in place by next quarter.</p>
<p>4. (Performance Indicators)</p> <p>Use of quality in section/group/team.</p> <p>Training and support of staff in quality.</p> <p>Results from process review.</p> <p>Implementation and evaluation of process review recommendations.</p> <p>Ratings on Customer Service Survey.</p> <p>Feedback and complaints.</p> <p>Use of data and customer participation in design and development of programs, processes and training.</p> <p>Use of automation to correct red tape, duplication, fragmentation or outdated procedures.</p>	<p>Training provided to her staff has been superior.</p> <p>Her process review team is making satisfactory progress.</p> <p>This manager has very good follow-through on the quality initiatives and systems.</p> <p>Feedback has been satisfactory.</p> <p>This manager has done a superior job of including campus customers in reviews of her section's processes and procedures.</p> <p>Some of her requests for automation were premature without an appropriate process review. We are working with the IS Manager to assess and prioritize these more effectively.</p>
<p>5. DIVERSITY</p>	
<p>Promotes diversity through recruiting, selecting, developing, training, managing and maintaining staff that represents our population.</p> <p>Follows all legislation and policy concerning EEO, Affirmative Action and Sexual Harassment.</p> <p>Informs and trains all staff in policies in this area, ensuring that they are aware of where they can go for assistance.</p> <p>Investigates and resolves any allegations or</p>	<p>This manager has done a superior job of recruiting, hiring, developing and managing staff from diverse backgrounds. She has provided both departmental and campus staff with a model of including employees that represent our population in her staff.</p> <p>She has provided internal sectional training to her group in these areas and includes topics in this area regularly in her staff development meetings.</p> <p>There have been no problems in this area.</p>

complaints.	
<p>5. (Performance Indicators)</p> <p>Diversity of staff.</p> <p>Annual staff survey.</p> <p>Resolution of allegation or complaints .</p>	<p>Her staff is the most diverse in our department, representing our commitment to this area. She has made outstanding efforts to hire, develop and manage a diverse staff.</p>
6. CROSS-FUNCTIONAL COLLABORATION	
<p>Ensures that staff members routinely work together on such activities as selection panels, inter-sectional orientation, process review teams, departmental audits, interventions and training.</p> <p>Communicates and cooperates routinely with other sectional managers, particularly those whose work overlaps.</p> <p>Analyzes any duplication of effort and recommends solutions.</p> <p>Invites other sectional staff to attend their staff meetings.</p>	<p>This manager is truly collaborative with other sections, often initiating projects with other groups where their work flow intersects. She has also invited other sectional managers to come to her staff meetings and explain their work. She was the first of the sectional managers to include other sections in selection panels, and she recently asked another manager to lead a process review of one of her own processes. She has recommended a joint process review team with another section for next year in an area where duplication of effort has chronically been a source of conflict. Her efforts in this area are truly superior.</p>
<p>6. (Performance Indicators)</p> <p>Participation in cross-sectional activities.</p> <p>Feedback on internal customer survey.</p> <p>Results of annual employee survey</p>	<p>She and her staff are superior in cross-functional activities such as those detailed above.</p> <p>N/A until system is developed.</p> <p>Results indicate very good collaboration.</p>
7. AUTOMATION	
<p>Leads, directs, monitors and evaluates use of automation in section.</p> <p>Ensures that all staff receive training and support in mainframe and PC applications.</p> <p>Uses automation to improve ability of staff to provide customer services.</p> <p>Automates processes after a critical process review.</p>	<p>This is an area in which this manager is still learning, resulting in performance that is generally less than satisfactory and requiring improvement. She has only recently become satisfactory in her personal use of PCs and has not had much experience with automation. She has requested automation of processes that need review before that would be appropriate. We agreed that she would register for several mainframe, Web, and PC classes this year, in addition to working with the IS manager and her section's team member for individual coaching. Her staff is also increasing their computer literacy.</p>
8. FISCAL ACCOUNTABILITY	
<p>Plans, manages and assesses fiscal operations of section.</p> <p>Prepares budgetary plan for section annually, based on Strategic Plan and initiatives.</p> <p>Justifies requests for new positions, reclassifications, and the use of overtime and</p>	<p>This manager is extremely frugal in making requests for resources and funds in an above normal expectation in this area. She is very careful about the use of overtime or temporary staff. She prepared new year's budget request in a satisfactory manner.</p>

temporary staff, consistent with the Strategic Plan, Management Compact, Performance Evaluation Process and reorganization initiatives.	
8. (Performance Indicators) Use of equipment and resources. Use of overtime. Use of temporary staff.	She is a responsible steward of state funds and resources and manages her staff appropriately.

OVERALL PERFORMANCE EVALUATION

Guide for Evaluation:

- Performance is superior; employee consistently shows initiative and readily accepts new responsibilities.
- Performance is very good and above normal expectations.
- Performance is satisfactory and meets minimum expectations.
- Performance is generally less than satisfactory and requires improvement.
- Performance is consistently unsatisfactory; employee should not be retained without immediate improvement.

In the space below, please provide a summary of the employee's overall performance (you may want to use the "Guide for Evaluation" listed above as a reference). Please also note specific areas of performance where improvements can be made.

Overall, this manager has performed in a satisfactory manner, making significant progress in many areas discussed at her last evaluation. She has performed satisfactorily in Sectional Leadership and Sectional Management, her two most significant areas. In Sectional Representation, Continuous Improvement, Quality and Customer Service and Fiscal Accountability, she performs in a very good, above normal expectation fashion. She has exhibited superior performance in Diversity and Cross-Functional Collaboration. Her performance in the Automation area has been generally less than satisfactory and still requires improvement. We have discussed and agreed upon a plan for even more effective leadership and management behaviors over the next year.

SUPERVISOR/EVALUATOR INFORMATION

Name of Evaluator/Supervisor:

Title:

Signature:

This performance evaluation was discussed with the employee on:

(date)

EMPLOYEE INFORMATION

Name of Employee:

Title:

Signature:

This performance evaluation was discussed with me on:

(date)

MANAGEMENT REVIEW

In the space below, please enter any comments on this evaluation (optional).

Department Head:

Signature:

Date:

