

Performance Management Program

Planning / Monitoring / Evaluating Job Performance

THE
UNIVERSITY
OF
NORTH
CAROLINA
AT
WILMINGTON

Employee's Name: _____ Social Security No. _____

Position Title & Position Number: _____

Department: _____

Supervisor: _____

The primary purpose of the Performance Management Program is to provide a system for developing effective two-way communication between the supervisor and the employee. This should establish a clear understanding of job expectations, which should result in improved performance and determination of career potential and salary progression. The Performance Management Program form, or equivalent, should be completed for each permanent SPA employee on an annual basis. The work plan should be completed at the beginning of the review cycle. The interim review form should be completed mid cycle. At the end of the cycle, the performance evaluation should be completed.

Rating Scale & Summary Evaluation

Each employee needs to know what performance results are expected and how he/she is expected to attain them. Employees also need to know whether they are meeting those expectations throughout the year. UNCW uses the following scale to measure the employee's actual performance against established expectations. In writing work plans, supervisor should write expectations at the **Good** level. When the employee then meets those expectations, the employee will be rated **Good**. **Very good** and **Outstanding** levels of performance may also be specified.

Levels of Performance	Ratings	Definitions
Outstanding Performance	O	Performance is far above the defined job expectations. The employee consistently does outstanding work, regularly going far beyond what is expected of employees in this job. Performance that exceeds expectations is due to the effort and skills of the employee. Any performance not consistently exceeding expectations is minor or due to events not under the control of the employee.
Very Good Performance	VG	Performance meets the defined job expectations and, in many instances, exceeds expectations. The employee generally is doing a very good job. Performance that exceeds expectations is due to the effort and skills of the employee.
Good Performance	G	Performance meets the defined job expectations. The employee generally performs according to the expectations of doing a good job. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skills.
Below Good Performance	BG	Performance may meet some of the job expectations but does not fully meet the remainder. The employee generally is doing the job at a minimal level, and improvement is needed to meet job expectations. Performance is less than a good job. Lapses in performance are due to the employee's lack of effort or skills.
Unsatisfactory Performance	U	Performance generally fails to meet the defined expectations or requires frequent, close supervision and/or the redoing of work. The employee is not doing the job at the level expected for employees in this position. Unsuccessful job performance is due to the employee's own lack of effort or skills.

(Circle summary rating at end of evaluation cycle.)

THE UNIVERSITY OF NORTH CAROLINA AT WILMINGTON
EMPLOYEE PERFORMANCE MANAGEMENT PROGRAM
PERFORMANCE EVALUATION

INTERIM REVIEW CONDUCTED
 ON (DATE): _____

 SUPERVISOR
 INITIALS

 EMPLOYEE
 INITIALS

SUPERVISOR'S NAME: _____

EMPLOYEE'S NAME: _____

WORKING TITLE: _____

DEPARTMENT: _____

Indicate Appraisal Cycle Below:

- Fiscal Year Academic Year
 Calendar Year Anniversary Date

Beginning Date: _____ End Date: _____

KEY RESPONSIBILITIES AND RESULTS OR PRIMARY JOB FACTORS	ACTUAL RESULTS	AREAS FOR IMPROVEMENT	EMPLOYEE COMMENTS
1.			
2.			
3.			

KEY RESPONSIBILITIES AND RESULTS OR PRIMARY JOB FACTORS	ACTUAL RESULTS	AREAS FOR IMPROVEMENT	EMPLOYEE COMMENTS
4.			
5.			
6.			
7.			

KEY RESPONSIBILITIES AND RESULTS OR PRIMARY JOB FACTORS	ACTUAL RESULTS	AREAS FOR IMPROVEMENT	EMPLOYEE COMMENTS
8.			
9.			
10.			
11.			

EXTERNAL FACTORS

External factors document situations when evaluation rules may not apply:

1. When unexpected events prevented the employee from completing an assignment where such events were beyond the employee's control. For example, down equipment, budget cuts, excessive workload.
2. When an employee reasonably could have been expected to complete an assignment but additional resources were required in order for the assignment actually to be completed.

Reference the specific job factor evaluated and the impact of the external factor.

SUMMARY EVALUATION

OVERALL RATING: (Please indicate appropriate rating; see definitions on cover page.)

- O** = Outstanding Performance
- VG** = Very Good Performance
- G** = Good Performance
- BG** = Below Good Performance
- U** = Unsatisfactory Performance

Note: Employees with concerns regarding their performance rating must notify Human Resources within 15 days following their evaluation.

SUPERVISOR'S CERTIFICATION AND COMMENTS:

If this employee worked for other individuals during this evaluation period, I have solicited their input for this evaluation. I have discussed this evaluation with the employee and solicited employee feedback, as indicated, concerning supervisory behaviors, training, or physical resource likely to improve employee performance.

TRAINING AND DEVELOPMENT NEEDED OR AGREED TO:

ADDITIONAL COMMENTS CONCERNING EMPLOYEE'S PERFORMANCE: (Not recorded elsewhere.)

Name: _____ Signature: _____ Date: _____
(Print supervisor's name.)

EMPLOYEE'S COMMENTS: (Comments optional; signature required.)

Employee's Signature: _____ Date Discussed: _____
(Signature acknowledges discussion of evaluation; it does not denote agreement.)

MANAGER'S COMMENTS: (Comments optional; signature required.)

Name: _____ Signature: _____ Date: _____
(Print manager's name.)

(The supervisor's manager should review the performance evaluation. Signature indicates that the appropriate supervisor conducted the evaluation; it does not indicate that the manager is familiar with the employee's performance.)

After obtaining all three signatures, forward completed form to Human Resources.

INTERIM REVIEW

To be completed mid cycle

Employee's Name: _____

Interim Performance Review:

Include specific statements that outline where the employee is doing well. In identifying areas that need improvement, include areas where the staff member should pay special attention or focus during the next few months.

Interim Review of Training/Development Plan

Employee's Signature

Date

Supervisor's Signature

Date

SELF-ASSESSMENT/PERFORMANCE IMPROVEMENT WORKSHEET (Optional)

Prior to the performance evaluation meeting, the employee may wish to complete this optional sheet. The supervisor should then discuss the responses to the self-assessment, including supervisor behaviors, training or development, or additional resources that would help the employee improve job performance in future evaluation cycles. This form may be attached to the performance evaluation.

Assess your performance prior to the performance discussion. It might be helpful to jot down notes on the following questions:

1. What do you like best/least about your job?
2. What do you believe have been your major accomplishments this past year?
3. What are areas of improvement that you want to focus on to be a more effective staff member during the next performance cycle?
4. What could your supervisor be doing that would help you do your job better?
5. What training or development would help you do your job better?
6. What equipment or physical resources would help you do your job better?
7. What other issues do you want to discuss with your supervisor?

THE UNIVERSITY OF NORTH CAROLINA AT WILMINGTON
EMPLOYEE PERFORMANCE MANAGEMENT PROGRAM
WORK PLAN

SUPERVISOR'S NAME: _____

EMPLOYEE'S NAME: _____

Indicate Appraisal Cycle Below:

- Fiscal Year Academic Year
 Calendar Year Anniversary Date

WORKING TITLE: _____

DEPARTMENT: _____

Beginning Date: _____ End Date: _____

KEY RESPONSIBILITIES AND RESULTS OR PRIMARY JOB FACTORS	RELATIVE IMPORTANCE Must Total 100%	RESULTS EXPECTED		EVALUATION METHODS TRACKING SOURCES AND FREQUENCY OF OBSERVATION
		A. PERFORMANCE EXPECTED	B. BEHAVIORS EXPECTED	
1.				
2.				
3.				

KEY RESPONSIBILITIES AND RESULTS OR PRIMARY JOB FACTORS	RELATIVE IMPORTANCE Must Total 100%	RESULTS EXPECTED B. PERFORMANCE EXPECTED B. BEHAVIORS EXPECTED	EVALUATION METHODS TRACKING SOURCES AND FREQUENCY OF OBSERVATION
4.			
5.			
6.			
7.			

SIGNATURES AND DATES:

EMPLOYEE

DATE

SUPERVISOR

DATE

MANAGER

DATE

KEY RESPONSIBILITIES AND RESULTS OR PRIMARY JOB FACTORS	RELATIVE IMPORTANCE Must Total 100%	RESULTS EXPECTED C. PERFORMANCE EXPECTED B. BEHAVIORS EXPECTED	EVALUATION METHODS TRACKING SOURCES AND FREQUENCY OF OBSERVATION