

Performance Management for University Staff Employees

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Policy Type [University](#)

Contact Office

[UVA Human Resources](#)

Oversight Executive

[Vice President and Chief Human Resources Officer](#)

Applies To

Academic Division The College at Wise

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Reason for Policy

Provides for a consistent and fair foundation for establishing performance goals that are strategically aligned to University goals, planning career and development goals, tracking employee progress, providing valuable feedback, and evaluating overall performance. The performance management process supports the University's commitment to ongoing employee development and includes active participation from employees in all process steps.

Definition of Terms

Career Conversations

A discussion between the manager and employee that focuses on the employee's career aspiration and development goals, and the skills, capabilities and performance needed to excel in the current job or prepare for new responsibilities.

Human Resources Management System (HRMS)

The current human resources management system or human resources information system used for tracking and maintaining an electronic record of employee time and attendance, leave, benefits administration, pay details, performance management, and related human resources documentation.

Performance Management

A management process for ensuring that employees' work efforts, skills, and behavior are in alignment with the University's mission, goals, and objectives. It consists of three major components: (1) performance and development planning; (2) ongoing discussions and feedback between the employee and supervisor to keep performance and development on track throughout the performance cycle; and (3) evaluation of employee performance.

Supervisor (1)

A University employee charged with responsibility for managing another employee's performance, including conducting performance evaluations.

University Staff Employees (University Staff)

Those salaried, non-faculty employees hired on or after July 1, 2006, and those salaried non-faculty employees and administrative and professional faculty electing to participate in the UVA Human Resources System established by the Board of Visitors under the authority granted by the *Restructuring Act* and the *Management Agreement*. (The term "University Staff Employee" includes all three categories of University staff employees - Operational & Administrative, Managerial & Professional, and Executive & Senior Administrative.)

Management Agreement

The [agreement](#) between the University and the Commonwealth required by Subsection D of § 23.1-1004 of the *Restructuring Act*.

Restructuring Act

The [Restructured Higher Education Financial and Administrative Operations Act](#), Chapter 10 of Title 23.1 of the Code of Virginia.

Policy Statement

All full- and part-time salaried University Staff must participate in the University's performance management process.

I. Components:

There are three components of the University Staff Performance Management System:

1. Performance and Development Planning:

Supervisors will work with employees to establish performance expectations and goals, review past performance and plan for future development, and review and support the employees career goals.

- *Discussing performance expectations* allows employees and supervisors to identify specific goals aligned with the University's mission, goals, and objectives for the performance cycle.
- *Reviewing past performance* allows employees and supervisors to acknowledge accomplishments, identify areas for development necessary for success in the position, and align with the University's core values and leadership principles.
- *Career conversations* allow employees and supervisors to create a plan and identify skill gaps that include both short- and long-term goals to support the employee's career development.

2. **Ongoing Discussions and Feedback:**

Performance expectations and the University's [Mission Statement and Code of Ethics](#) are the criteria used by supervisors to engage in meaningful, ongoing discussions and feedback throughout the performance cycle regarding the employee's work efforts, skills, and behavior. An ongoing discussion is the performance management process that takes place on a regular basis throughout the performance cycle, where the supervisor sets expectations and provides performance feedback to the employee. At a minimum, the ongoing discussion includes the initial 1:1 meeting that occurs within 30 days of hire, the six-month review (for new hires during the probationary period), and the annual review. It also includes routine scheduled and unscheduled check-ins between employee and supervisor during a performance cycle where the employee's performance, progress, objectives, and goals are discussed. Employees must advise their supervisors if support is needed to achieve performance and development goals. If there are performance issues, the supervisor must address the issue(s) in a timely manner. When necessary, a corrective action plan must be implemented. In addition to ongoing discussions, supervisors are strongly encouraged to provide employees with interim evaluations.

3. **Performance Evaluation:**

All salaried University Staff must receive an annual evaluation. The annual evaluation consists of ratings of employee performance, taking into account employee's knowledge, skills, abilities, and actions.

Employees are strongly encouraged to complete a self-evaluation in the Human Resources Management System (HRMS) as part of the performance management process. Supervisors are strongly encouraged to collect feedback from multiple sources, as relevant for the situation. This may include feedback from other supervisors, co-workers, and employee customers. Supervisors will use the employee's self-evaluation and any multi-rater feedback collected in completing their evaluation of the employee. Employees will be rated according to the performance expectations that have been established for the employee and the position. Supervisors are responsible for updating employee expectations during the performance cycle if major changes occur. Supervisors are responsible for documenting discussions in HRMS.

The performance management process will be conducted in a fair and consistent manner. The University will not prescribe the number or percent of employees who must fall within each performance rating.

If an employee changes jobs, the supervisor of record in the Human Resources Management System (HRMS) at the time the employee submits their self-evaluation shall be responsible for completing the manager evaluation. If appropriate, the supervisor of record in HRMS may solicit feedback from a prior manager or mutually agree with the prior manager to reassign the manager evaluation task to

the prior manager.

As it pertains to the Performance Planning and Evaluation policy established by the Commonwealth of Virginia Department of Human Resources Management (Policy 1.40: effective April 1, 2001 and revised effective August 6, 2001), the University will follow the re-evaluation process associated with the annual performance evaluation that is outlined in Policy [1.40: Performance Planning and Evaluation](#) for Classified Employees. Those University Staff employees receiving a rating of Unsatisfactory or Inconsistent on their annual performance evaluation will be re-evaluated and required to undergo a re-evaluation plan. If after the re-evaluation period the employee's performance fails to meet expected performance measures (Unsatisfactory or Inconsistent ratings) the manager may demote, reassign, or terminate the employee by the end of the three-month re-evaluation period.

II. Roles and Responsibilities:

The *employee* is responsible for:

- Understanding the performance expectations established for their position and how their duties and responsibilities contribute to the University's mission and strategic goals and objectives.
- Participating in the process of developing performance expectations.
- Completing a self-evaluation in the Human Resources Management System, including reporting on progress toward achievement of goals and any other relevant work information the employee would like to include.
- Performing duties of the position in accordance with established expectations.
- Actively discussing their performance with their supervisor throughout the performance cycle.
- Participating in career conversations with their supervisor.
- Complying with University policies and procedures.

The *supervisor* is responsible for:

- Understanding and actively supporting the University's performance management process.
- Submitting performance evaluations and performance ratings in a timely manner.
- Communicating employee performance expectations and the University's core values and goals.
- Providing the employee ongoing feedback, performance coaching, and corrective action (when needed) to enhance employee performance. Regular one-on-one conversations are highly recommended to make employees aware of how they are performing throughout the performance year.
- Documenting one-on-one conversations and feedback in the Human Resources Management System.
- Changing employee work expectations when major changes to an employee's job occur.
- Conducting interim evaluations, probationary evaluations, and annual performance evaluations in a timely manner to apprise the employee of how well they are performing.
- Offering the employee the opportunity and encouraging the employee to complete a self-evaluation.
- Having a career conversation with each employee as part of their performance review to maintain and support achievement of their career development and goals.
- Adhering to all applicable federal and state law and University policies.

Vice Presidents, Deans, and Department Heads are responsible for:

- Providing training for supervisors to be effective in their role as manager of employee performance.
- Developing and implementing performance evaluation processes to promote fairness and consistency in ratings.
- Maintaining the integrity of and facilitating compliance with the policy on Performance Management.

UVA Human Resources is responsible for:

- Providing on-going training to all University staff employees and their supervisors on the performance management process.
- Providing support and coaching to supervisors and employees.
- Consulting in the design of performance evaluation ratings calibration processes.
- Monitoring and administering the performance management process.
- Maintaining official records and providing reports as necessary.

III. Compliance with Policy:

Failure to comply with the requirements of this policy (including, but not limited to, the ongoing responsibility to participate in career conversations as part of the performance evaluation process) may result in disciplinary action up to and including termination in accordance with relevant University policies.

Questions about this policy should be directed to [UVA Human Resources](#).

Procedures

[Appeals of Annual Performance Evaluations](#)
[Goal Setting and Appraisal Process](#)

Related Information

[HRM-014: Standards of Conduct for University Staff Employees](#)
[HRM-020: Probationary Period for University Staff Employees](#)
[HRM-024: Compensation Program for University Staff Employees](#)
[1.40: Performance Planning and Evaluation](#)

Major Category [Human Resource Management](#)

Next Scheduled Review Friday, August 2, 2024

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Applies To Text

Academic Division and the College at Wise.

Last modified February 5, 2024 - 3:07pm

Approved By Executive Vice President and Chief Operating Officer

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