

Kansas State University Employee Performance Review System

Employee Performance Review (PER-47)

Introduction

The Employee Performance Review System includes four components (forms). The Employee Performance Review (PER-47) is the only required component. Optional components are: Employee's Annual Report of Activities (PER-48), Professional Development and Growth Plan (PER-49) and Performance on Goals and Projects (PER-50). Optional components are selected by the supervisor and the employee based on which are best suited to the position. All forms are available on line at: <http://www.ksu.edu/hr/forms/index.html>

The supervisor and the employee have the flexibility to use only the **Employee Performance Review (PER-47)** or any of the three optional components in conjunction with the Employee Performance Review (PER-47). They are encouraged to be creative in tailoring the Employee Performance Review System to reflect their particular needs. The Employee Performance Review System can be as simple as one component or as sophisticated as four components.

At the beginning of the review period, the supervisor and the employee agree on performance criteria and related performance expectations tailored to the position. Performance expectations may come from the responsibilities listed in the job description or from other job functions. At the conclusion of the review period, these are used as standards for measuring and reporting performance effectiveness.

Completing the Employee Performance Review (PER-47)

The required Employee Performance Review (PER-47), focuses on performance criteria.

It is the department's responsibility to provide this form to the supervisor/reviewer at the beginning of the review period with the following information: Employee Name, Employee ID, Department Name, Job Title, Position #, and Performance Review Period.

Examples of Performance Review Periods:

6 Month Probation

Performance Review Period From: 08/01/08 to 01/31/09

3 Month Probation

Performance Review Period From: 08/01/08 to 10/31/08

Annual Review Period

Performance Review Period From: 08/01/08 to 07/31/09

Overall Rating Definitions

The overall rating is assigned at the end of the review period and authority for deciding the overall rating ultimately rests with the supervisor. Overall rating definitions are provided to help distinguish among the four levels of performance ratings.

Consistently Exceeds Expectations:

Performance is consistently above the standards of performance required and defined and contributions are well beyond normal job expectations for the review period. Performance at this level leaves little, if anything to be desired and work is consistently performed at a highest level. Other University personnel commonly seek out the employee for assistance in solving problems. The employee rarely, if ever, requires supervision or follow-up. The employee performs independently in planning, anticipating problems and taking appropriate action. Shows a good grasp of the "big picture" and thinks beyond the details of the job or project at hand.

Meets the key requirements of the job in all areas and far exceeded the requirements in more than half of the areas on which the employee is evaluated.

On the average, about 10% - 20% of the workforce performs at this level.

Exceeds Expectations:

Performance is solid, effective and consistently meets the performance standards required and defined, exceeds expectations from time to time. Performance is what can be expected of a fully qualified and experienced person assigned to the position. Errors in judgment are rare and seldom repeated. Under normal supervision and follow-up, important jobs are completed on schedule and in keeping with expected results.

Meets the key requirements of the job in all areas and exceeded the requirements of the job in many areas. Performance is characterized by high achievement.

On the average, 20% - 30% of the workforce performs at this level.

Meets Expectations:

Overall, the employee met the key requirements of the job. Performance consistently meets the standards of the job.

The employee demonstrates adequate performance in most areas of the job, but may need improvements in one or more areas. Initiative and outputs are generally adequate and the employee is generally competent and knowledgeable in most aspects of his/her work.

An overall Meets Expectations rating means that performance is adequate in most areas of the job. If there are any performance shortfalls, they may be attributable to newness on the job, missing or undeveloped skills or experience, and a performance recommendation should be written to focus on performance deficiencies in designated area(s).

On the average, 40% or more of the workforce performs at this level.

Below Expectations:

Performance is consistently below the standards of performance required and is unsatisfactory. Seldom meets established standards; must improve to receive a higher performance rating. There are major shortfalls in meeting established performance criteria or objectives. The employee almost always requires close supervision, including step-by-step guidance.

Employee does not meet the key requirements of the job. Excessive direction and follow-up are needed. Immediate improvement required.

On the average, less than 10% of the workforce performs at this level.

Review Type

The type, length, and circumstances for performance reviews for classified employees vary; however, the Performance Review process is to be used in all instances. There are three categories of performance reviews, each with its own characteristics: a) annual, b) special, and c) probationary reviews.

Annual

Annual reviews are required for each regular classified employee. Annual reviews are due one year from the end of the probationary period or the last special review, then annually thereafter.

Special

A special review may be conducted at any time to gauge the level of performance or to improve that performance. When performance warrants, a special review may be conducted to increase a rating from "Below Expectations" to a "Meets Expectations" rating, thus making an employee eligible for a promotion.

A special review may be conducted by a supervisor who is leaving and wants to close out the evaluation period and allow for the supervisor to start with a new review period.

When a special review is given, it permanently changes the employee's annual review due date.

Probationary

There are three basic circumstances that require a probationary period and review: a) new hire, b) promotion, and c) reinstatement. A probationary period and review is not required for a reclassification. However, the supervisor has the option to designate a probationary period and review of not less than three months nor more than six months for a reclassification.

Recommend permanent status: If overall rating at minimum "Meets expectations," the employee is normally recommended for permanent status.

Extend probationary status ___ months: The initial probationary period may be extended, with the approval of the Director, Division of Human Resources, up to six additional months. A request for any extension must be submitted to the Director of Human Resources prior to the end of the probationary period.

Failure to notify the employee of the rating or an approved extension before the end of any probationary period consequently grants the employee permanent status.

The performance review must to be completed and submitted prior to the initial probation end date even though the probation period has been extended.

Not Recommended for permanent status

If overall performance is rated "Below Expectations" at the end of the initial probation period, the employee shall not be granted permanent status.

Performance Criteria

Within the first 30 days of a review period, the supervisor and the employee meet to discuss the performance criteria (adaptability, attendance, communication, etc.) that will be used to measure performance. If there are performance criteria that will not be used during the review period, a check mark may be entered in the N/A (not applicable) column for the associated criteria.

Example: If the employee is not a supervisor/lead worker, those criteria at the bottom of the form listed below Supervisory/Lead Worker Criteria (i.e., Delegation and Supervision, Leadership, Planning & Organizing) may be marked N/A.

At the end of the review period, the supervisor will assign a rating to each of the performance criteria that are applicable to the employee's position.

Comment on Overall Employee Performance

Supervisor documents any observations on overall performance during and/or at the end of the review period.

Special Accomplishments (Optional)

The supervisor may document any accomplishments or special achievements (successful undertakings, good deeds, triumphs, etc.) that had a significant impact on the department or the

University. Special accomplishments may be written during and/or at the end of the review period.

Employee Comments (Optional)

The employee may document any suitable comments at the end of the review period.

Required Signatures

Once the review is completed, the Employee Performance Review needs to be signed by the supervisor, the supervisor's superior and the employee ... in that order.

Employee

At the end of the review period, after the rating has been affixed and after the supervisor/reviewer and approval reviewer have signed the document, the employee reviews, signs and dates the document. The employee's signature does not necessarily signify agreement.

A permanent employee, within seven calendar days after being informed of his or her performance review, may appeal the review in writing to the Director of Human Resources. The same applies to certain employees on probation. See The Kansas Administrative Regulations (K.A.R.), Article 7, 1-17-12.

Supervisor/Reviewer

At the end of the review period, after rating each performance criteria, writing comments regarding employee's overall performance, documenting special accomplishments, writing performance recommendations, and affixing the overall rating, the supervisor/reviewer signs and dates the form.

Approval

At the end of the review period and after the overall rating has been affixed, the documentation is reviewed by the supervisor's superior or another designated reviewer prior to the final review session.