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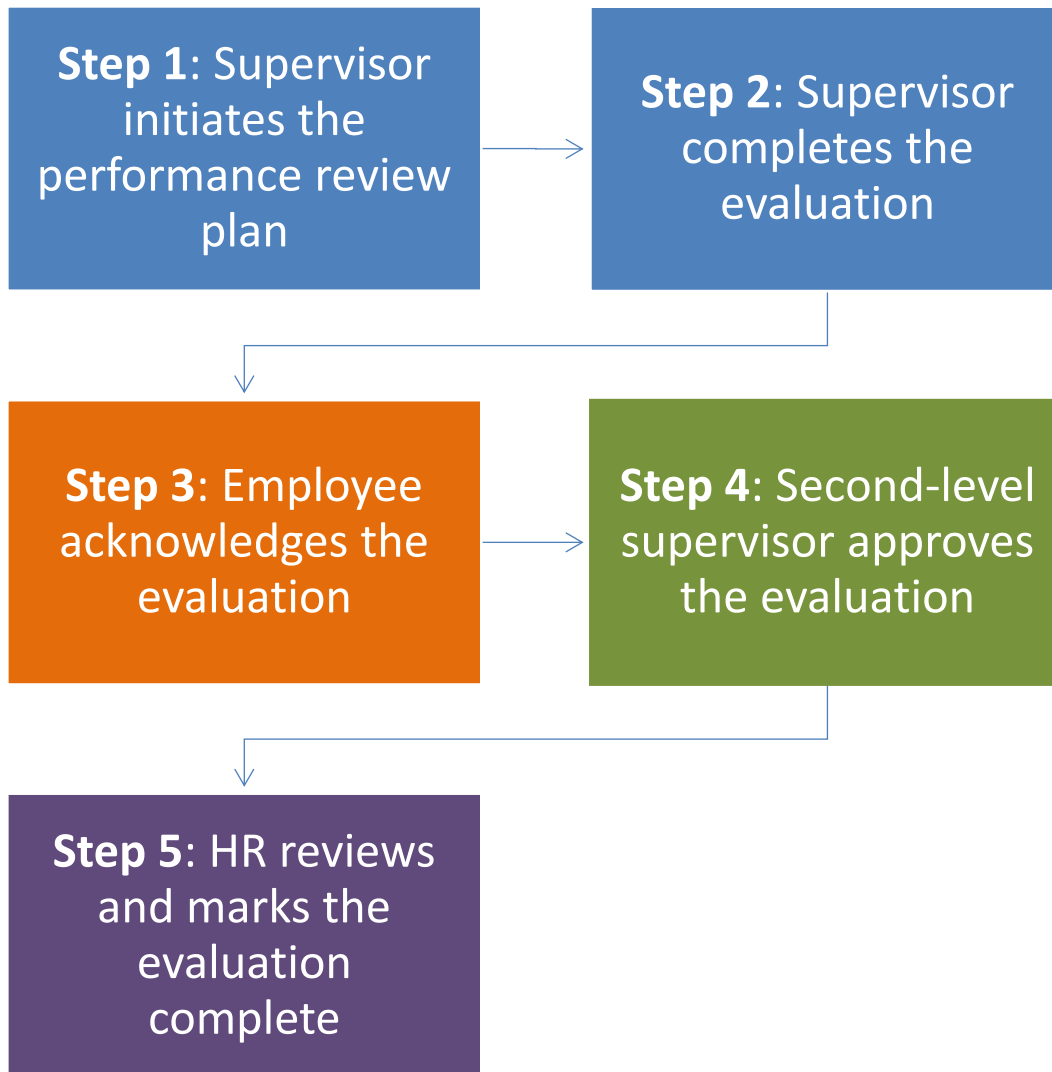
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## Annual Evaluation Process

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The diagram below describes the steps for creating and completing the ETSU annual evaluation in eVals. [Note: Both the employee and second-level supervisor have the option to return the evaluation back to the supervisor with comments.]



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## Step Instructions

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### Step 1: Supervisor activates the performance review plan

Supervisor: You will receive an email to create the Annual Evaluation Plan and the task will be added to your Action Items. This step is required before you can open the employee evaluation and you may complete this step any time during the review period.

1. Click on the link in your email or go to [jobs.etsu.edu/portal](https://jobs.etsu.edu/portal) and log in with your ETSU username (e.g. smithj) and password.
2. Click on the 'Home' tab.
3. From your 'Action Items', select **Step 1: Activate the Employee's Performance Review Plan** next to the employee's name.
4. The Core Competencies and Future Goals from the previous evaluation are automatically added to the plan. You can optionally add a co-reviewer using the **Add Co-reviewer** link. The co-reviewer will have the same access as you to complete all or part of the evaluation.
5. To activate the plan, select **Complete** from the **Actions** button,



The plan is now active and will appear in your 'My Employee's Reviews' list. Both the supervisor and the employee can now add notes and documents to this review (see Progress Notes).

### Step 2: Supervisor completes the evaluation

Supervisor: This step may be completed between Jan 1 and March 30 following the review year. You will receive an email when the evaluation is available to complete.

1. Click on the link in your email or go to [jobs.etsu.edu/portal](https://jobs.etsu.edu/portal) and log in with your ETSU username (e.g. smithj) and password.
2. Click on the 'Home' tab.
3. From your 'Action Items', select **Step 2: Complete the Employee's Evaluation** next to the employee's name.
4. Complete each tab in the evaluation. See the section descriptions in this document for guidance. **BE SURE TO SAVE AFTER COMPLETING A SECTION.**
5. You can optionally add a co-reviewer using the **Add Co-reviewer** link. The co-reviewer will have the same access as you to complete all or part of the evaluation.
6. To complete the evaluation, select **Complete** from the **Actions** button. The evaluation will automatically route to the employee to acknowledge.

From **Actions** you can also save the evaluation to complete later and/or print a copy. Use this option if you want to review the evaluation with the employee prior to submitting.

### Step 3: Employee acknowledges the evaluation

Employee: You will receive an email when your evaluation is available to acknowledge.

1. Click on the link in your email or go to [jobs.etsu.edu/portal](https://jobs.etsu.edu/portal) and log in with your ETSU username (e.g. smithj) and password.
2. Click on the 'Home' tab.

3. From your 'Action Items', select Step 3: Review and Acknowledge your Completed Evaluation.
4. At the bottom of the screen, add a comment if desired.
5. Select **Acknowledge** to submit the evaluation to your second-level supervisor or you can optionally select **Return to Supervisor** if you want your supervisor to review your comments and then return it back to you.

#### Step 4: Second-level supervisor acknowledges the evaluation

Second level supervisor: You will receive an email when an evaluation is available to acknowledge.

1. Click on the link in your email or go to [jobs.etsu.edu/portal](https://jobs.etsu.edu/portal) and log in with your ETSU username (e.g. smithj) and password.
2. Click on the 'Home' button.
3. From your 'Action Items', select **Step 4: Acknowledge the Evaluation as Second-level Supervisor** next to the employee's name.
4. At the bottom of the screen, add a comment if desired.
5. Select **Acknowledge** to submit the evaluation to Human Resources or you can optionally select **Return to Supervisor** if you need the supervisor to review your comments or make changes. If you submit the evaluation back to the supervisor, it will route back to the employee to review and acknowledge and then return to you.

#### Step 5: Human Resources reviews and marks the evaluation complete

Human Resources will review the evaluation and either mark it complete or return it to the supervisor.

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## Progress Notes

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For each performance evaluation plan, both the employee and supervisor can add progress notes starting the first day the plan is activated by the supervisor. Employees may use Notes to record project completions, training or other milestones. Supervisors may use Notes to track employee progress or other performance-related documentation. Your progress notes are NOT available for your supervisor or employee to view unless you mark them as 'Share this Progress Note'.

To add notes or attachments to an evaluation (yours or your employee's),

1. Select the 'Progress Notes' tab at the top of the eVals Portal.
2. Click the **Create Progress Note** button.
3. Select the evaluation program related to this note (e.g. the annual performance program for this year).
4. Select your name from the 'Employee' dropdown or your employee's name.
5. Under 'Type', select a category or 'Other'.
6. Give the note a title (e.g. 'Completed Performance Evaluation Training').
7. Enter your note in the 'Comments' box.
8. Scroll down to select **Share this Progress Note** if you want to share this note with your supervisor if this is your progress note or your employee if this is a note regarding your employee's performance.
9. Scroll down and select **Attachment** to add an attachment to this note. Enter a name for the attachment (e.g. 'Training completion certificate'). Click **Browse** to locate and upload the document.

You can also create a Progress Note directly into a specific evaluation program:

1. From the menu bar on the left, select **My Reviews** (or **My Employees' Reviews**).
2. Click on a review title.
3. From the menu on the left, click **Progress Notes**.
4. Click the **Create Progress Note** button. The 'Program' and 'Employee' fields will fill in automatically.

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## Rating Scale

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- 5 Outstanding - Consistently demonstrated competency at a superior level. Functions as an internal expert, trainer or role model.
- 4 Exceeds Expectations - Consistently demonstrated competency at a high level. Stands out among peers.
- 3 Meets Expectations - Results met all expectations for this competency. GOOD SOLID PERFORMANCE.
- 2 Needs Improvement - Results met some expectations. Requires assistance/direction from others.
- 1 Unsatisfactory - Results did not meet expectations even with clear direction and assistance from others.

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## Core Competencies

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These are the core competencies that are required to be rated and are used to calculate the employee's overall score. Supervisors are encouraged to add comments to each of the competencies. Comments should be specific to the performance during the review period and include examples when possible. Comments should include both strengths and weaknesses and focus on the employee's potential and contribution to the University. For assistance with writing effective, descriptive performance feedback, contact Human Resources.

1. Professional knowledge – Review the Job Description tab. Consider the degree to which the employee exhibits the required level of knowledge and skills to complete each task described effectively and consistently.
2. Professional development and growth/Adaptability – How effective is the employee at making improvements and/or learning new skills and knowledge required by their position? Does the employee seek help or additional training when needed?
3. Compliance and professionalism – Does the employee consistently act in a professional manner while following all established work rules, organizational policies, procedures, and practices?
4. Quality of work/Productivity – Does the employee demonstrate accuracy, neatness, thoroughness, and adhere to quality standards? Does the employee meet productivity expectations and deadlines?
5. Planning and organization – Does the employee display the potential to independently manage their tasks, projects, and resources? Is the employee able to collaborate when necessary and communicate their progress or needs? Is the employee able to multitask and complete work within established timelines?
6. Attendance and punctuality – Consider the employee's use of leave and punctuality to work and meetings. Approved absences (to include but not limited to those under FMLA, Military Leave, and approved annual and sick leave) should not be a consideration or commented on in the evaluation process. Do not include comments related to the employee's health, family circumstances or other details of a confidential nature.
7. Initiative and self-direction – Does the employee take responsibility for their performance, work independently (as appropriate), and follow through with assigned tasks? Consider how well the employee effectively analyzes problems, identifies appropriate solutions, and initiates timely

and decisive actions.

8. Customer service – Consider the employee’s interaction with the department’s primary customers and the students, staff and faculty as a whole. Does the employee demonstrate excellent, responsible customer service?
9. Collaboration – Is the employee a contributing team member that willingly assists others? Is the employee willing to take direction from other team members?
10. Communication – Consider the employee’s communications including verbal, written and social interaction. Does the employee express ideas clearly, listen well and respond appropriately?
11. Supervisors Only: Leadership – Consider how well the employee demonstrates effective supervisory skills, gains respect and cooperation, inspires and motivates others, and communicates department and University goals.
12. Supervisors Only: Personnel management – How well does this employee recruit, manage and develop their employees? Does the employee create and maintain a fair work environment with clear expectations that emphasize accountability and appropriate behavior?
13. Supervisors Only: Administration – Does the employee demonstrate the knowledge and ability to manage day-to-day operations, resources, and complete other administrative tasks?

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## Supervisor Summary

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Supervisors have the option to enter a score for the employee’s overall performance. This score will overwrite the system-calculated score from the Core Competencies. You may also add additional comments or an overall summary of the employee’s performance in this section.

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## Employee Meeting

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The supervisor is required to enter a brief description of how they will discuss the evaluation with the employee. If you prefer to discuss the evaluation prior to submitting it to the employee, you may provide the employee a printed copy of your draft. Use the meeting to elaborate on comments and overall performance, discuss actions for growth and improvement, and set mutually agreed upon goals. Provide time for the employee to give feedback and ask questions.

## Performance Goals

Supervisors have the option to add future performance goals to the annual evaluation that will be added to the next annual plan for comment. Performance goals should be clearly defined using the **SMART** criteria. SMART goals are Specific, Measurable, Achievable, Attainable, Relevant, and Time-based. See the chart below for examples.

<b>S</b> pecific	Clearly define <b>why</b> the task is need and <b>what</b> and <b>how</b> it will be completed. <b>Example:</b> Implement a new performance management system for non-faculty university staff ( <b>What</b> ) using clearly defined processes and guidelines ( <b>How</b> ) so employees and managers can more competently evaluate and improve employee performance ( <b>Why</b> ).
<b>M</b> easurable	Describe how the goal will be measured as completed. <b>Example:</b> Reduce the average applicant request response time <b>by 15% compared to the 2019 average</b> .
<b>A</b> chievable	Ensure that the goal is achievable, and the employee has the necessary knowledge, skills, abilities, and resources to accomplish the goal. Include measures needed to fill gaps that may prevent achievement. <b>Example:</b> <b>Work with the department chair</b> to identify common reports need by the department directors and build a report repository.
<b>R</b> elevant	Relevant performance goals support strategic department and University goals, are designed to improve performance and/or productivity, and correlate to job duties as defined in the position description. <b>Example:</b> <b>As part of the initiative to improve engagement and success of participating first year students</b> , design a database to track student request response time.
<b>T</b> ime-based	Work with the employee to establish a reasonable completion date. <b>Example:</b> Implement a new performance management system for non-faculty university staff <b>to be operational by March 1, 2019</b> using clearly defined processes and guidelines so employees and managers can more competently evaluate and improve employee performance.



## Supervisor Dashboard

Supervisors can track the status of evaluations for their direct reports and for their entire function using the Reviews Dashboard. To access the dashboard,

1. Log into the eVals portal at jobs.etsu.edu/portal using your ETSU username and password
2. From the left menu or from the Performance tab, select **My Employees' Reviews**.

The dashboard defaults to current active reviews for all of your direct and indirect reports. To view previously closed evaluations:

1. Click **Advanced**
2. Change the Program Status to 'Closed' or 'All'

The overview screen displays the employee's name, evaluation status and overall performance score. Hover over a Progress step to display the step owner. Green indicates a step is complete.

Click on the employee's last name for more details and use the menu on the left to open an evaluation, view approvals, acknowledgements and history, and view or create Progress Notes.