

2018 Performance Evaluations Instructions and Guidance

This document outlines the 2018 performance evaluation cycle. We are thrilled the state has budgeted a performance increase, contingent on state revenue and the completion of evaluations, for June 2019.

It is important to remember performance evaluations and communicating performance feedback to our faculty and staff is essential. Taking the time to have conversations about performance, successes achieved, goals for the future, and what is supporting or hindering an individual's success promotes greater connection to their work, increased engagement in the workplace, professional and personal development, and higher levels of productivity.

Performance evaluations:

- Help memorialize results for the past year and help determine goals for the next year
- Promote engagement and motivate faculty and staff because time is taken to reflect on successes and strategize for future growth opportunities
- Facilitate conversations exploring employee strengths, new approaches, and clarify performance expectations

How are performance evaluations completed?

Faculty and staff hired prior to July 25, 2018, will need to complete a performance evaluation for the current 2018 performance year.

Evaluation Summary

Type	For the period	Resources available	Due date	Where
Admin/Prof. Faculty	7/1/17 – 6/30/18	http://hr.gmu.edu/forms	10/24/18	HR & Payroll, MSN 3C3
Classified Staff	10/25/17 - 10/24/18	http://hr.gmu.edu/forms	10/24/18	HR & Payroll, MSN 3C3

Instructional & Research Faculty

Academic Units will receive information from their dean/director regarding the evaluation process, procedures, and deadlines in accordance with the Faculty Handbook.

Administrative/Professional Faculty

- For the 2018 cycle, please use the form combining the self-appraisal and the supervisor evaluation. All forms can be found on the [Workforce Planning Performance page](#).
- We are working to transition to our online performance evaluation system (Cornerstone) and will pilot it with a few units this October with the goal of launching it more widely for the 2019 performance cycle.

Classified Employees

- You can find rating definitions, evaluation, self-assessment, and “Acknowledgement of Extraordinary Achievement” forms on the [Workforce Planning Performance page](#).
- Some key points for supervisors
 - Self-Assessment
 - It is at the manager's discretion to require self- assessments, as they are not required by DHRM. However, we strongly encourage managers to make this a standard part of the performance evaluation process.
 - Please provide employees ample time to complete a self-assessment (at least two weeks in advance of the performance evaluation meeting is recommended), allowing time to review and consider the self-assessment when completing the performance evaluation
 - Extraordinary or Unsatisfactory Ratings
 - Prior to giving an extraordinary rating on the performance evaluation, employees should have received at least one “Acknowledgement of Extraordinary Achievement” submission during the

performance cycle. Please note that receiving such an acknowledgement does not guarantee an overall rating of "Extraordinary Achievement."

- **Please contact the Employee Relations team at 3-3878 if you need assistance or are considering an unsatisfactory rating for an employee.**

Important Information

Additional Guidance

- Individual consultations on how to maximize the performance evaluation process can be scheduled by contacting the Employee Relations team at 3-3878.
- [Frequently asked questions](#) are posted on the Workforce Planning web page. If you have additional questions, please email workplan@gmu.edu or call 3-2600.
- Accrediting standards set by the Southern Association of Colleges and Schools' Commission on Colleges (SACS-COC) requires that universities regularly conduct evaluations of both faculty and staff. Questions may be directed to Claudia Rector, Assistant Provost for Academic Affairs, at crector@gmu.edu.
- Human Resources and Payroll ODL has already conducted several workshops for supervisors on completing the appraisals, including the new components of purchasing and the Mason Values. Please contact hrlearn@gmu.edu if you are interested in discussing additional sessions.

Managing Risks & Hazards

Environmental Health & Safety has requested that managing risk and hazards be included as part of the performance appraisal process.

- Employee Work Profiles (EWP) should include whether the position is designated and/or serves as a safety liaison.
- Administrative/Professional Faculty position descriptions and Classified Staff EWPs should include a statement that "identifying and managing work related risks" is part of the Confidentiality and Compliance section.

Span of Control

The number of benefitted direct reports a supervisor or manager has is referred to as his or her "span of control." The Joint Legislative Audit & Review Commission (JLARC) requires each Virginia public four-year higher education institution to develop standards that establish and promote broader spans of control for supervisors with six or fewer direct reports. **This information must be presented to the Board of Visitors annually.** For now please:

- Review the new [Span of Control policy](#).
- Continue to work with Workforce Planning as supervisors are changed.
- If reporting relationships change (e.g., due to reorganization), please have your HR Liaison complete a [Timesheet Approver/Supervisor Change Form](#) and send to HR.
- Note: Mason has hired a consultant to review and recommend standards and protocols for our spans of control per JLARC requirements.
- **Due to the JLARC requirement, please update the following documents and send updates to HR & Payroll, MS 3C3:**
 - Org charts

- Position descriptions
- Employee work profiles
- Flexible work agreements
- Supervisory assignments

Thank you for your support and effort in completing your performance evaluations. If you have any questions concerning the 2018 Performance Evaluations, please email workplan@gmu.edu or call 3-2600.