Performance Review Process for Classified Staff in the College of Engineering

A Case Study

► **Process Improved:**
Classified Staff Performance Review Process

► **Unit(s):**
UW-Madison College of Engineering

► **Customers of the Process and Their Needs:**
Current customers of the process are classified employees and supervisors of classified employees. The supervisors and the College of Engineering Human Resources Office desired an easy and efficient way for supervisors to complete and submit the evaluation forms.

► **Problem/Opportunity Statement:**
Chapter ER 45 of the Wis. Admin. Code requires that a formal performance evaluation review be conducted with each classified employee at least every twelve months. These evaluations were not being done on an ongoing basis. Those that were being done were done in a variety of formats. We saw a need to improve and standardize the process which would hopefully improve the number of reviews completed each year. Effective performance evaluations are beneficial to employees, supervisors, the work unit, and the University.

► **Changes Made:**
We developed a web-based system that:
1. Allows flexibility of input
2. Provides sample language
3. Provides flowcharts detailing review process (See example at [http://admin.engr.wisc.edu/hr/RevProcFirst.pdf](http://admin.engr.wisc.edu/hr/RevProcFirst.pdf))
4. Allows the ability to cut and paste from other documents such as the position description
5. Provides the ability to copy information from a previous review for use in the current review, which cuts down on the amount of typing that has to be done
6. Keeps information in a database for easy retrieval and reporting
7. Provides uniform design of final report

► **Results to Date and Expected:**
1. Positive feedback from users
2. About 1/2 of the supervisors have been trained
3. Interest in also using this system for the evaluation of academic staff
Lessons Learned:
This project took more than a year to complete. We were working on it in spurts. As a result, committee members forgot what was discussed at the prior meeting and lots of time was spent re-looking at things. Competing priorities of committee members resulted in low attendance for meetings. We should have used a more structured process to keep the project on track.

Next Steps:
1. Ongoing training for supervisors
2. Expand use to supervisors of academic staff
3. Revise and update links and documents as needed
4. Continue to let other campus units know about this system
5. Work on enhancements
   a. log into the system and get a listing of the employees the supervisor supervises
   b. improve documentation
   c. auto notification to supervisor when an review should be done for an employee.
   d. ability to maintain the supervisor/employee list
6. Continue to "showcase" the system
7. Eventually, the system or something like it should be taken over by a campus level HR office

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Case Study: Performance Review Process for Classified Staff in the UW-Madison College of Engineering

University of Wisconsin-Madison
College of Engineering
SAMPLE Performance Review Report

Report Period: 01/01/01 to 12/31/01
Review Type: Annual
Dept./Center: Any Engineering Department
Employee Name: John Sample
Title: Financial Specialist 1
Supervisor Name: Sample Boss
Supervisor Email: SampleBoss@engr.wisc.edu

Goal 1: Provide moving, travel and accounting statements to faculty.

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<th>Rating</th>
<th>Results</th>
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| NI     | **Expected:** Provide moving expenses statements produced for prior fiscal year by February 1 and for current fiscal year by August 1.  
**Observed:** Task has been completed, but inconsistently. |
| NI     | **Expected:** Provide moving expense statements for all new faculty who came on board in the previous calendar year. Statement should be provided to new faculty by January 1.  
**Observed:** This has not been done in a timely fashion. Needs to work with supervisor more closely to resolve what is causing the delay. |
| M/E    | **Expected:** Distribute sample travel expense reports to customers. Send sample travel expense report highlighting general problem areas to all customers along with a quick review of how to complete the form.  
**Observed:** This has been done and seems to have reduced the number of questions received about travel expense related items. |

Goal 2: Provide general and administrative support duties.

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| M/E    | **Expected:** Complete job procedures manual. Set aside two hours per week to work on this task. Should be completed by December.  
**Observed:** Task was completed by July. Others are now able to use this manual to help complete tasks in the financial area. |

Goal 3: Maintain equipment inventory.

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| M/E    | **Expected:** Update capital inventory sheets. Find the equipment, update the information and send information to appropriate offices by deadlines.  
**Observed:** Making headway, but needs help. Also needs to meet directly with some faculty to finish this task. |

Development Goals (Job Related)--Optional: Improve organizational skills by taking a course relating to this issue.

Overall Comment: Overall the employee has done a wonderful job in the short period of time he has been with the department. This evaluation has been discussed with me. The employee's signature does not necessarily indicate agreement, but attests that the employee has had an opportunity to read and discuss this review.

Employee ______________________ Supervisor ______________________ Date ____________
Unit Director ______________________ Personnel ______________________ Date ____________

Send Original Form to: COE Personnel Office--2620 Engineering Hall, Employee's supervisor retains a copy, Employee retains a copy

*M/E = Meets or exceeds expectations; NI = Needs improvement; N/A = Not Applicable
### Goal 1: Serve as receptionist for main departmental office.

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<tr>
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<tbody>
<tr>
<td><strong>Expected:</strong></td>
<td>Answer all incoming calls. Respond to routine questions and route others to appropriate staff.</td>
</tr>
<tr>
<td><strong>Observed:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Expected:</strong></td>
<td>Serve as first person contact for visitors to the Department. Exercise judgement, tact and professionalism in answering questions, making referrals to appropriate staff and diplomatically handling complaints.</td>
</tr>
<tr>
<td><strong>Observed:</strong></td>
<td></td>
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### Goal 2: Provide general and administrative support duties.

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<th>Results</th>
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<tr>
<td><strong>Expected:</strong></td>
<td>Schedule meetings using electronic appointment calendar for departmental Chair.</td>
</tr>
<tr>
<td><strong>Observed:</strong></td>
<td></td>
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<tr>
<td><strong>Expected:</strong></td>
<td>Draft routine correspondence for Chair's signature. Provide word processing support, which includes production of correspondence, reports and other materials. Arrange for assembly, reproduction, and distribution as appropriate.</td>
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<td><strong>Observed:</strong></td>
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### Goal 3: Assist others in the Department with special event projects.

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<tr>
<td><strong>Expected:</strong></td>
<td>Develop and maintain databases of event contacts, using spreadsheet programs</td>
</tr>
<tr>
<td><strong>Observed:</strong></td>
<td></td>
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<tr>
<td><strong>Expected:</strong></td>
<td>Produce final copy of correspondence and other documents. Prepare name badges, placards, insuring that names and affiliations are correct.</td>
</tr>
<tr>
<td><strong>Observed:</strong></td>
<td></td>
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#### Development Goals (Job Related)--Optional:
Attend training sessions relating to the database design.

#### Overall Comment:
This evaluation has been discussed with me. The employee's signature does not necessarily indicate agreement, but attests that the employee has had an opportunity to read and discuss this review.

Employee ___________________________ Supervisor ___________________________ Date ________________

Unit Director ___________________________ Personnel ___________________________ Date ________________

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*M/E = Meets or exceeds expectations; NI = Needs improvement; N/A = Not Applicable*