




WASHINGTON STATE UNIVERSITY

WSU Training for Supervisors

Position Descriptions, Expectations, and Annual Reviews


September 2019



WASHINGTON STATE UNIVERSITY

Today's Learning Objectives

- Describe the three "Building Blocks" of performance management
- Define the components of well-written job descriptions
- Identify the essential functions of a sample job description
- Develop effective performance expectations
- Describe the phases of productive review meetings





WASHINGTON STATE UNIVERSITY

Building Blocks of Performance Management

Position Descriptions

Performance Expectations

Performance Reviews

Building Block One – Position Descriptions

Those who report to me clearly understand their roles.


Advantages of Position Descriptions




Employee **Communication** Supervisor

Human Resource Services

Position Descriptions – Nuts and Bolts




Human Resource Services






Position Descriptions - Classification

Civil Service
Must be consistent with the State Department of Enterprise Services Class Specifications for the classification.

Administrative Professional
Must comply with the State of Washington exemption definitions RCW 41.06.070 and WSU Benchmarks.





Building Blocks of Performance Management

Position Descriptions

Performance Expectations

**Building Block Two –
Performance Expectations**


**Those who report to me
understand what is expected to
be successful in
their positions.**

Performance Expectations

*A statement of the result an individual employee
will achieve when he/she is doing a job
satisfactorily.*


position description = “what”

performance expectations = “how well”




Expectation Criteria


Civil Service:	<ul style="list-style-type: none">• Quantity of Work• Quality of Work• Job Knowledge• Working Relationships• Other Criteria
Administrative Professional:	<ul style="list-style-type: none">• Productivity• Quality of Work• Interpersonal Skills• Optional Factors



Performance Expectation Categories


- Expectations for Civil Service employees *must* include:
 - ✓ Unsatisfactory
 - Needs improvement
 - ✓ Satisfactory
 - meets expectations
 - ✓ Outstanding performance
 - Exceeds expectations
- *It is recommended that AP employees also have performance expectations.*






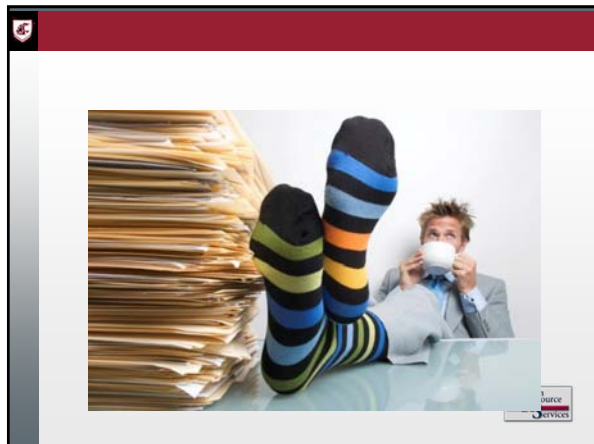


Performance Expectations

- Consistent
- Realistically attainable
- Legally defensible
 - ✓ Valid
 - ✓ Free of bias
 - ✓ In compliance with applicable laws, regulations, WSU policy and procedures





Building Blocks of Performance Management

Position Descriptions

Performance Expectations


Performance Reviews

Building Block Three – Performance Reviews

Those who report to me
receive constructive and
corrective feedback from me
throughout the year.

Preparing for the Performance Review

- Prepare throughout the year
 - ✓ Know your EE Categories and performance expectations
 - ✓ Keep and review notes, goals, accomplishments
- Know what official forms and processes to use
- Understand / Identify criteria and ratings



WASHINGTON STATE UNIVERSITY

EMPLOYEE PERFORMANCE EVALUATION

INSTITUTION/DEPARTMENT

EMPLOYEE'S NAME: [] REVIEW NO: [] CLASSIFICATION TITLE: [] EVALUATION PERIOD: FROM [] TO [] EVALUATION DATE: []

PERFORMANCE FACTORS	PERFORMANCE EXPECTATIONS (COMMENT) RATING EXAMPLES ATTACH EXTRA SHEETS IF NEEDED	FROM	TO	RATING
1. QUALITY OF WORK Completeness, accuracy, timeliness, responsiveness	OUTSTANDING - Consistently produces error-free work. Prepares excellent work in relation to neatness, clarity and presentation. Always pays close attention to detail and confidentiality.			OUTSTANDING MEETS EXPECTATIONS NEEDS IMPROVEMENT UNSATISFACTORY
2. QUANTITY OF WORK Use of time, volume of work, timeliness, responsiveness	MEETS EXPECTATIONS/SATISFACTORY - Reviews work load daily. Makes an effort to accommodate unexpected or "rush" jobs. Produces a large volume of error-free work during times of peak workloads.			OUTSTANDING MEETS EXPECTATIONS NEEDS IMPROVEMENT UNSATISFACTORY
3. JOB KNOWLEDGE Breadth and depth of knowledge of university and department policies and procedures. Poor technical knowledge of duties/responsibilities most primary to the position.	UNSATISFACTORY - Poor working knowledge of university and department policies and procedures. Poor technical knowledge of duties/responsibilities most primary to the position.			OUTSTANDING MEETS EXPECTATIONS NEEDS IMPROVEMENT UNSATISFACTORY
4. WORKING RELATIONSHIPS Cooperative and ability to work with others and to be cooperative and to be cooperative	OUTSTANDING - Always communicates well with others; easily approachable. Always cooperative and maintains pleasant, courteous relationships. Respectfully accepts supervision.			OUTSTANDING MEETS EXPECTATIONS NEEDS IMPROVEMENT UNSATISFACTORY
5. SUPERVISORY SKILLS Training and supervising others, especially in the use of equipment and materials. Evaluating and recommending personnel for promotion or other personnel actions.	UNSATISFACTORY - Often late or absent from work. Not available to assist others with rush jobs. Does not work with supervisor to ensure office work is handled in a timely manner and is not aware of efficiency flow problems. Does not let supervisor/manager know when it is necessary to be away from the office.			OUTSTANDING MEETS EXPECTATIONS NEEDS IMPROVEMENT UNSATISFACTORY
6. OFFICIAL ACTION	UNSATISFACTORY - Often late or absent from work. Not available to assist others with rush jobs. Does not work with supervisor to ensure office work is handled in a timely manner and is not aware of efficiency flow problems. Does not let supervisor/manager know when it is necessary to be away from the office.			OUTSTANDING MEETS EXPECTATIONS NEEDS IMPROVEMENT UNSATISFACTORY

DEFINITIONS OF PERFORMANCE RATING CATEGORIES:

OUTSTANDING - The employee has exceeded all of the performance expectations for this position and has made significant contributions to the efficiency and economy of the organization through such performance.

MEETS EXPECTATIONS - The employee has met the performance expectations for this position and has made significant contributions to the efficiency and economy of the organization through such performance.


NEEDS IMPROVEMENT - The employee has not met the performance expectations for this position and has contributed only minimally to the efficiency and economy of the organization.

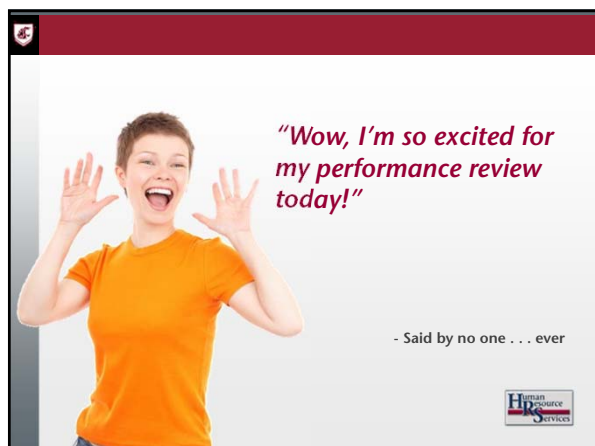
UNSATISFACTORY - The employee has failed to meet one or more of the significant performance expectations for this position.

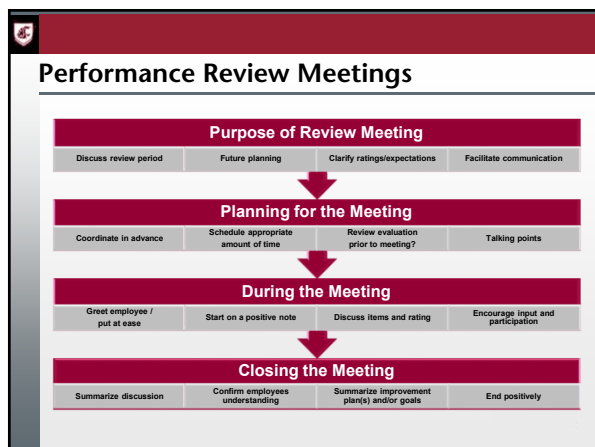
Use specific examples of this employee's performance.

Evaluation Policies

Civil Services	Bargaining Unit	Administrative Professional	Faculty
<ul style="list-style-type: none"> • WAC 357-37 • BPPM 60.55 • REQUIRED • Permanent EE's - Annually (prior to PID) • Probation or Trial Service - 6 months • May be postponed for 6 months • May request cyclic reviews • HRS 	<ul style="list-style-type: none"> • Collective Bargaining Unit Agreement • Some state No Performance Evals - Check Contracts 	<ul style="list-style-type: none"> • AP Handbook • BPPM 60.55 • Calendar Year • HRS 	<ul style="list-style-type: none"> • Faculty Manual • BPPM 60.55 • Calendar Year • May Use WORQS • Provosts Office

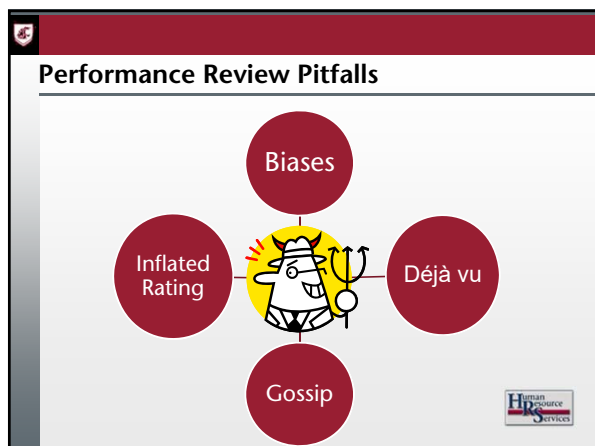




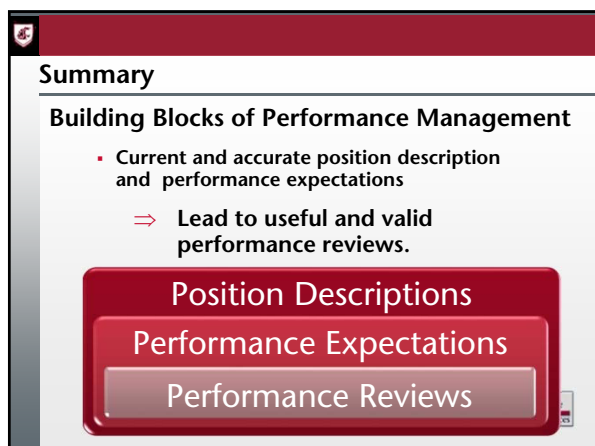


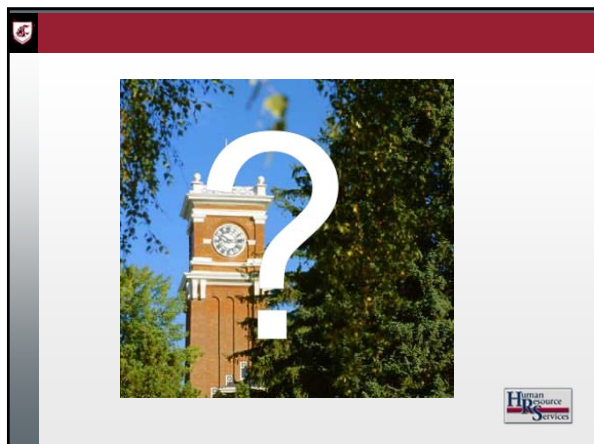
Performance Review Reminders

- No surprises
- CS employees may appeal
 - alleged irregularities in forms and/or procedures, not content
- Written Rebuttal
- Employee signature:
 - indicates receipt of review – not agreement



- Preparing for Next Year**
- Periodically review goals
 - Monitor progress in removing deficiencies
 - For growth and development
 - ✓ Encourage employee
 - ✓ Provide an environment that allows for success
- Human Resource Services





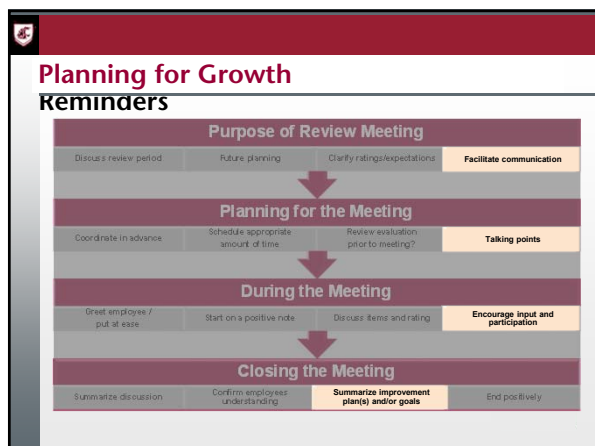
Resources

- BPPM 60.55
- WAC 357.37
- Collective Bargaining Unit Agreements
- Administrative Professional Handbook
- Faculty Manual
- Visit HRS's web site to access a sample of Performance Expectations.
 - Go to www.hrs.wsu.edu, and click on Manager/ Classification-Compensation
- Online Position Description System
 - www.wsujobs.com/hr
- HRS- www.hrs.wsu.edu
- Questions can be directed to HRS at 335-4521, or hrs@wsu.edu

This has been a
WSU Training
Videoconference

If you attended this live training session and wish to have your attendance documented in your training history, please notify Human Resource Services within 24 hours of today's date:

hrstraining@wsu.edu



Assign and monitor employee training:

hrs.wsu.edu/skillsoft
