

Leading Your Employees Through Performance Management

Supervisor Version

Employee Relations Department

2020



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Performance Management Introduction

The performance management program at Virginia Tech is used to help define and evaluate performance expectations. This program covers all University and Classified Staff. In addition, there are some areas of the university that use the program for AP faculty. The annual performance review period runs from November through October, in concordance with the State fiscal cycle. The following provides a brief description of the performance cycle.

- November begins the plan year with the review and implementation of the plan goals, competencies and career goals. Throughout the year, the plan can be modified and enhanced according to ongoing projects, performance adjustments, coaching and feedback.
- In August (may be earlier or later depending on the department), the supervisor requests employee input on overall job performance. This is the time for the employee to complete their self-evaluation based on the plan year goals. Once the self-evaluation is complete, the supervisor can begin their review of the employee. The supervisor completes their draft of the evaluation and sends it to the reviewer by the beginning of September.

Note: There may be variations in the timeline depending on your senior management area.

- Once the reviewer is satisfied with the evaluation, they submit it to the Budget Authority. Depending on management, the evaluation is either forwarded directly to the supervisor so that it can be communicated to the employee; or a senior management group may review the evaluations prior to releasing them to the supervisors for communication.
- The supervisor schedules a meeting with the employee to discuss the finalized employee evaluation before releasing the electronic copy to them.
- The supervisor and the employee should discuss the final evaluation no later than the end of October.
- The plan process begins again in November.

Other Resources

Performance Management website - <https://www.hr.vt.edu/compensation-performance-management/performance.html>

Flowchart for the Performance Plan and Evaluation Process - <https://www.hr.vt.edu/compensation-performance-management/performance.html>

User Guides and Tutorials - <https://www.hr.vt.edu/compensation-performance-management/performance.html>

Performance Management Definitions

Performance Goals and/or Job Responsibilities involves establishing specific, measurable objectives (outcomes) to be accomplished within a specific time frame and/or using a specific approach. These objectives can be a mixture of short- and long-term, innovative and routine, but should all be aligned to the college/department's goals and strategy along with providing a clear link to everyone's success.

Goal Theory setting suggests that it can serve as an effective tool for making progress by ensuring that participants have a clear awareness of what they must do to achieve or help achieve an objective.

Goal setting helps employees focus on specific aspects of their job that are related to the objectives for that review period.

When setting goals, you should ensure the goals are SMART:

- **Specific:** You are clear on what is meant by the goal. **Ask:** What do you want to achieve and why? What are the requirements/constraints? Who is involved?
- **Measurable:** You know when it has been achieved and how achievement will be measured. **Ask:** How do you track progress and measure the outcome? How will you know when you have reached it?
- **Achievable:** The goal is within your capability with available resources. **Ask:** How will you accomplish the goal? Is it realistic?
- **Relevant:** The goal is reasonable, reflects departmental goals, and is results-based. **Ask:** Is this a worthwhile goal? What is the expected impact? Does it align with our organizational goals?
- **Timebound:** You know the deadline for the goal. **Ask:** When will you accomplish this goal?



Competencies behaviors, attributes or skills that are predictors of personal success in the workplace.

There are three universal competencies that have been pre-defined for all staff employees. They include:

- Teamwork
- Maintaining a Safe and Secure Work Environment
- Diversity Commitment

There are two additional competencies that are preselected for supervisors. They include:

- Engagement
- People Development

The job specific competencies are unique to each employee. Three to five job specific competencies should be selected. The selected competencies reflect how your work should be carried out and may be areas of specific focus for your job. It is essential and highly recommended to meet frequently throughout the year to deliver competency feedback. Waiting until the yearly evaluation time causes a disservice to the employee and the department, especially when there is unsatisfactory performance or other issues that negatively affect engagement.

Career Development is often overlooked during the performance planning and review process. This is an opportunity for the employee and supervisor to discuss future plans in terms of professional development. If, for example, an employee wishes to move into a supervisory role in the next two years, then part of their career development plan may be to complete the supervisory skills workshops offered through University Organizational and Professional Development. In this case, the supervisor would be responsible for providing the funds to cover the cost of the program.

Remember that the career development plan is looking beyond the current performance review period towards acquiring skills for future opportunities. Training and other skills acquisition that is necessary for the employee's current role should be included in the goals section of the performance plan.

Hint: Don't wait until evaluation time to provide feedback!

Frequent collaborative meetings, including open conversations about goals, development plans, and performance, will keep employee and departmental plans on track and allow the yearly evaluation process to run smoothly without any surprises or upsets.

Performance Management Menus

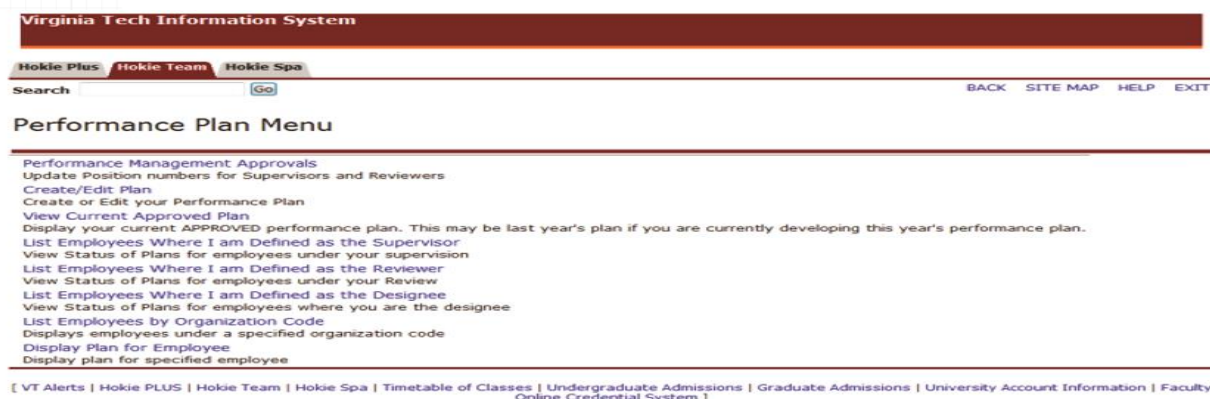
Performance Main Menu

- [Performance Plan Menu](#) - Create or edit performance plans. November - December timeframe
- [Performance Evaluation Menu](#) - Create or edit performance evaluations. July - October timeframe
- [Update Plan and Evaluation Status](#) - Used by performance management administrators.



Performance Plan Menu

- [Create/Edit Plan](#) - Used when creating or editing your own performance plan.
- [View Current Approved Plan](#) - View your current approved performance plan.
- [List Employees Where I am Defined as Supervisor](#) - Allows a person defined as a supervisor to view and approve plans.
- [List Employees Where I am Defined as Reviewer](#) - Allows a person defined as a reviewer to view and approve plans.
- [List Employees Where I am Defined as the Designee](#) - Allows a person defined as a designee to view and edit plans.
- [Display Plan for Employee](#) - Used to view plans just for a specific employee.



Performance Evaluation Menu

- [Create/Edit Self Evaluation](#) - Used when creating or editing your own self-evaluation.
- [View Current Approved Evaluation](#) - This will display your approved performance evaluation.
- [List Employees Where I am Defined as Supervisor](#) - Allows a person defined as a supervisor to view and create performance evaluations.
- [List Employees Where I am Defined as Reviewer](#) - Allows a person defined as a reviewer to view and approve performance evaluations.
- [List Employees by Organization Code](#) - Displays employees under a specific organization.
- [Display Evaluation for Employee](#) - Used to view performance evaluations for a specific employee.
- [List Employees Where I am Defined as the Designee](#) - Allows a person defined as a designee to edit and view performance evaluations.
- [Evaluation History](#) - Allows a designated person to view the history of a specific performance evaluation.

Virginia Tech Information System

[Hokie Plus](#) [Hokie Team](#) [Hokie Spa](#)

Search [Go](#) [BACK](#) [SITE MAP](#) [HELP](#) [EXIT](#)

Performance Evaluation Menu

[Create/Edit Self Evaluation](#)
Create or Edit your Performance Evaluation

[View Current Approved Evaluation](#)
Display your current approved performance evaluation

[List Employees Where I am Defined as the Supervisor](#)
View status of evaluations for employees under your supervision

[List Employees Where I am Defined as the Reviewer](#)
View status of evaluations for employees under your review

[List Employees by Organization Code](#)
Displays employees under a specified organization code

[Display Evaluation for Employee](#)
Display evaluation for specified employee

[List Employees Where I am Defined as the Designee](#)
View status of evaluations for employees where you are listed as the designee

[Evaluation History](#)
View the history of the evaluations

[[VT Alerts](#) | [Hokie PLUS](#) | [Hokie Team](#) | [Hokie Spa](#) | [Timetable of Classes](#) | [Undergraduate Admissions](#) | [Graduate Admissions](#) | [University Account Information](#) | [Faculty Online Credential System](#)]

Creating Performance Plans

As a supervisor, you will have the option to create or edit a performance plan for the employee. You can send the plan back for editing or approve, and, then, send to employee when satisfied with the plan.

The supervisor will receive an email that will contain the following information when a plan has been created by the employee and ready for review:

[Dear { name}, {Supv name} has completed writing their {year} performance plan and has sent it to you for review and input.]

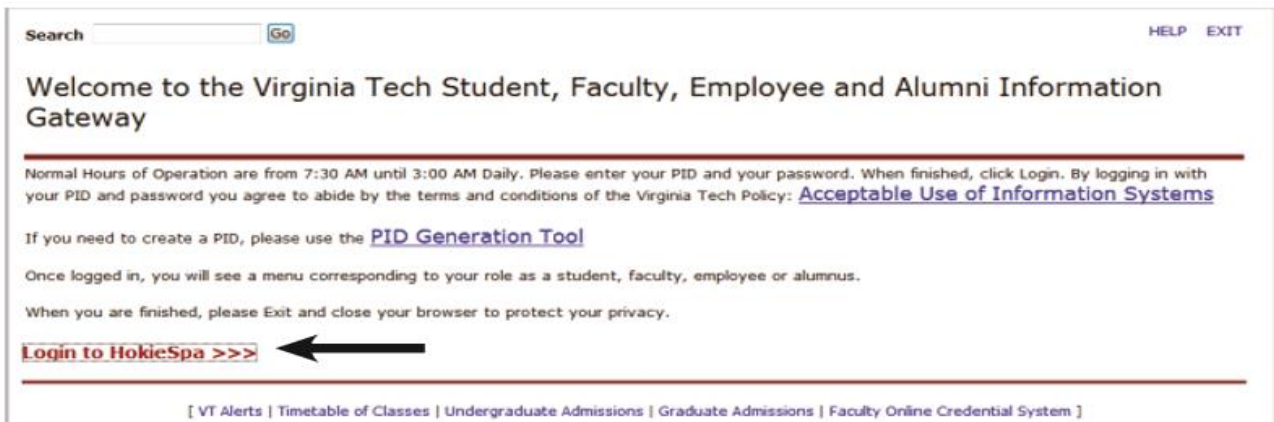
ACTION REQUIRED:

- Logon to the performance management tool via HOKIESPA and select Performance Plan Menu.
- Select **“List Employees Where I am a Supervisor”**.
- Select **“View Plan”** to the right of the employee’s plan you wish to review.
- Edit the plan as necessary, then, scroll to the bottom of the plan and select **“View Performance Plan”**.
- Scroll to the bottom of the plan and select **“Finalize and Send to Employee”** or if your department requires your manager to review the plan, select **“Finalize and Send to Reviewer”**.

If there are any questions or if you require assistance with the performance management tool, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

1. Navigate to <https://login.vt.edu/profile/cas/login?execution=e1s1> and click on **Login to HokieSpa**. On the next screen log in with your PID and password.

Please Note: The system will time out after 30 minutes of inactivity so please save periodically.



2. Click on **Hokie Team**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search SITE MAP HELP EXIT

VT Alerts
Virginia Tech's notification system, comprised of a variety of methods by which the university can contact students, faculty, and staff.

Hokie PLUS
View and update your address(es) and phone number(s). View e-mail address(es). View and update emergency contact information. View name change & social security number change information. Change your password.

Hokie Team ←
Benefits, job data, paystubs, direct deposit enrollment or changes, W2 forms, W-4 and VA-4 data, leave balances, and Performance Management.

Hokie Spa
Register, View your Academic and Financial Aid records.

Timetable of Classes

Undergraduate Admissions
Apply for Undergraduate Admission. (Opens in new browser to external Web Site)

Graduate Admissions
File an application for admissions; Review existing applications, their status, and the status of supporting requirements. (Opens in new browser)

University Account Information
•View and Pay e-Bill •Add an Authorized Payer •Enroll or Adjust Direct Deposit Information •Enroll in the Budget Tuition Plan
•Enroll in the Graduate Student Payroll Deduction of Comprehensive Fees Program •View HOLDS •View 1098-T

Faculty Online Credential System

[VT Alerts | Hokie PLUS | Hokie Team | Hokie Spa | Timetable of Classes | Undergraduate Admissions | Graduate Admissions | University Account Information | Faculty Online Credential System]

3. Scroll to the bottom of the screen and click on **Performance Planning and Evaluation Tool**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search MAIN MENU SITE MAP HELP EXIT

Hokie TEAM (Tech Employee Access Menu)

Benefits and Deductions
View your retirement plans, Health insurance information, miscellaneous deductions.

Most Recent Pay Stub
Displays your most recent pay stub or the pay stub selection page if you have more than one paycheck in the most recent pay period.

Pay Information
View your Payroll Direct Deposit breakdown; View your Earnings and Deductions History; View your Pay Stubs; Change your Pay Stub Selection

Graduate Students on an Assistantship: Enroll in Payroll Deduction
Allows graduate students on an assistantship to enroll in payroll deduction for payment of their comprehensive fee, technology fee and capital fee (if applicable).

Tax Forms
View and update your W-4 and VA-4 information; View your W-2 Form and/or 1042S Form (if applicable).

Current and Past Jobs
View current and past jobs.

Leave Balances
View your leave balances.

Direct Deposit
Update your Direct Deposit bank information. Payroll, Student Refunds and other University reimbursements can be automatically deposited into your bank account.

Veterans Classification
Attention Veterans - please update your discharge date and Veteran Classifications

Update Ethnicity and Race
View and update your ethnicity and race information.

Labor Redistribution
Initiate and approve retroactive employee payroll funding changes.

Performance Planning and Evaluation Tool ←
Performance Planning and Evaluation Tool

4. On the Performance Main Menu, click on **Performance Plan Menu**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search BACK SITE MAP HELP EXIT

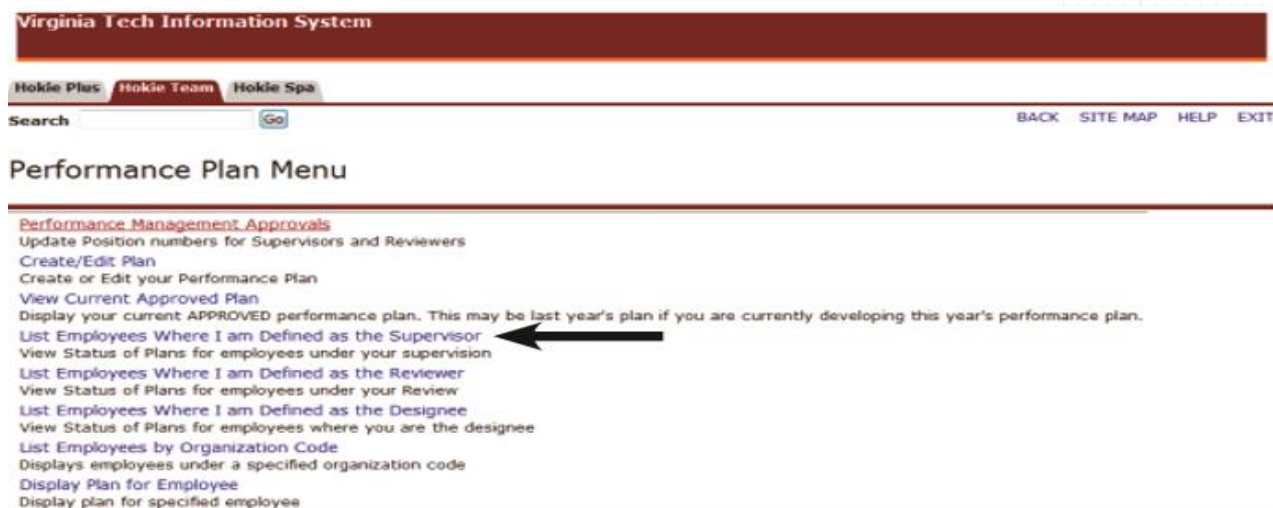
Performance Main Menu

Performance Plan Menu ←
Create or Edit a Performance Plan

Performance Evaluation Menu
Create or Edit a Performance Evaluation

Update Plan and Evaluation Status
Update Plan and Evaluation Status

5. Click on **List Employees Where I am Defined as the Supervisor.**



Create New Plan

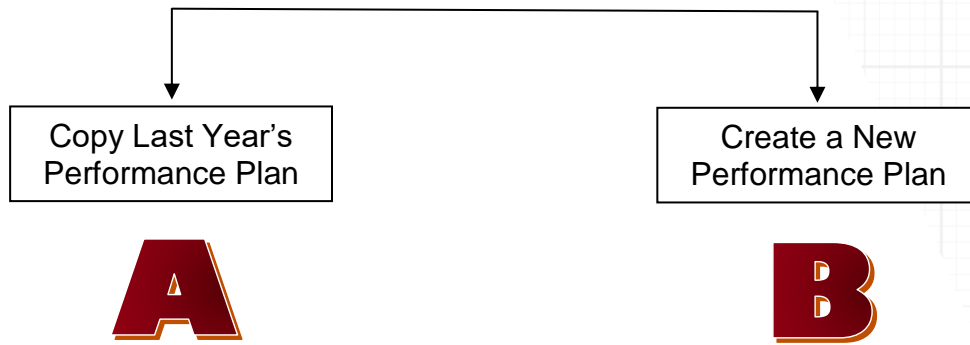
As a supervisor, you will see a list of employees that contains position number, name, plan status, plan year, alternate signoff, option to view plan, and option to view history. To display employees who are defined as AP faculty, check mark the **Display AP faculty** box and click on the **Apply** button (some areas use this tool to complete AP Faculty yearly reports).

6. Click on **View Plan** to create a new plan.



There are 2 different ways to create a performance plan.

7.



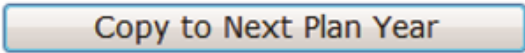
Please Note: Last year's evaluation must be approved/accepted online by the employee before you can create this year's plan.



Copy Last Year's Performance Plan

If a performance plan was created in the previous year using the performance management online system, you may copy that plan for the current year.

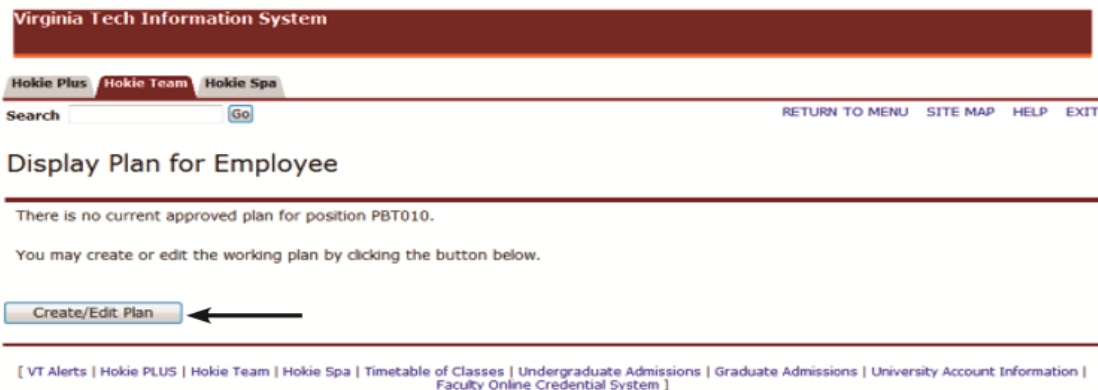
- Click on the **Copy to Next Plan Year** Button at the bottom of the screen.



Create a New Performance Plan

If a performance plan was not created in the previous year, you will see the option to create a new plan.

- Click on the **Create/Edit Plan** to create a new plan.



Create/Edit Goals

*Hint: When creating goals, use **S.M.A.R.T.***



8. Click on the **Create a New Goal** button to enter a new goal or the **Goal** radio button to edit a goal.



Performance Plan

Main Goals Page

Personal Data:			
Employee ID:	PBT000010	Employee Name:	Virginia Ann O'Hara
Position Number:	PBT010	Job Title:	IT Specialist
Dept./Org.:	Devo Organization	Supervisor:	Scotchy D Doo
Review Year:	2012		

You must enter at least 1 goal, but no more than 5 goals.

Performance Plan:
Performance Goals and/or Job Responsibilities:

Goal: 1 Implement new technology to allow for mail sorting to occur before 9:00am

Click "Create a New Goal" to add a new goal.

[VT Alerts | Hokie PLUS | Hokie Team | Hokie Spa | Timetable of Classes | Undergraduate Admissions | Graduate Admissions | University Account Information | Faculty Online Credential System]

9. Enter/view the goal information and metrics.

10. When finished, click on **Save**, then click **Save and continue to next Goal** or **Continue to Competencies**.

Goal Entry Page

Personal Data:			
Employee ID:	PBT000010	Employee Name:	Virginia Ann O'Hara

Performance Goals and/or Job Responsibilities

Goal 1: Implement new technology to allow for mail sorting to occur before 9:00am

Metrics:

Metric 1: Project is complete no later than July 2012

Metric 2: Periodic checks post system implementation show mail is sorted before 9:00am 95% of the time

Metric 3: Employee informs manager of any potential issues that could cause a delayed implementation date as soon as the issue is known

Metric 4:

Metric 5:

Create/Edit Competencies

Universal competencies have been predefined for all staff employees. If they are a supervisor, you will see pre-defined competencies. These cannot be changed.

For the job specific competencies, you can click on the name of each one to see the description and performance measure.

11. Choose the competencies by selecting the check box Beside the competency name.
Select between 3 and 5 competencies.

Universal Competencies:	Competencies description and performance measures:
Teamwork: <input type="checkbox"/> Select	Teamwork: Implies the intention to work cooperatively with others, to be a part of a team, to work together, as opposed to working separately or competitively. Teamwork may only be considered when the subject is a member of a group of people functioning as a team, generally where he or she is not the leader. "Team" is broadly defined as any task or process-oriented group of individuals.
Maintaining a Safe & Secure Work Environment: <input type="checkbox"/> Select	Model Performance: Offers ideas for improvement; contributes to group work; efforts are well received and normally result in process improvements and productivity. Consistently volunteers to help others within work group as work schedule permits. Contributes positively to resolution of conflict or problem encountered.
Diversity Commitment: <input type="checkbox"/> Select	Strong Performance: Contributes meaningfully to work group efforts by offering new ideas for improvement, sharing knowledge and otherwise demonstrating a cooperative manner in dealing with supervisors and coworkers. Does his or her part toward group efforts.
Job Specific Competencies:	Developing Performance: Is making a conscious effort to become a team player. On a more frequent basis, is sharing job knowledge and ideas in an effort to improve overall group performance.
Adaptability & Flexibility: <input type="checkbox"/> Select	Unacceptable Performance: Shows little or no interest in group efforts. Rarely demonstrates active participation in group interaction. Not perceived as a team player.
Analytical Skills & Problem Solving: <input type="checkbox"/> Select	
Communication Skills: <input type="checkbox"/> Select	
Compliance/Quality of Service: <input type="checkbox"/> Select	
Creativity and Innovation: <input type="checkbox"/> Select	
Customer Service Orientation: <input type="checkbox"/> Select	
Initiative: <input type="checkbox"/> Select	
Interpersonal Skills: <input type="checkbox"/> Select	
Job Knowledge & Technical Competence: <input type="checkbox"/> Select	
Mission, Business & Strategic Plan: <input type="checkbox"/> Select	
Time Management: <input type="checkbox"/> Select	
Work Habits: <input type="checkbox"/> Select	
Results Orientation: <input type="checkbox"/> Select	

Comments:

Save Continue to Career Development Back to Main Goals Page View Performance Plan Exit Without Saving

12. When finished, click on **Save**, then click on **Continue to Career Development**.

Please Note: If there are more than 5 competencies, then the comments field at the bottom of the section should be used. It is important to remember that between 3 and 5 competencies are considered the optimal number. As you add more and more competencies, it is difficult to really strive for excellence.

Create/Edit Career Development

13. Create or edit information under the *Item Employee is responsible for* section and *Item Supervisor is responsible for* section.
14. When finished, click **Save**, then click on **View Performance Plan**. This will save the changes.

Career Development			
Personal Data:		Employee Name: Virginia Ann O'Hara	
Employee ID: PBT000010	Position Number: PBT010	Job Title: IT Specialist	
Dept./Org.: Dino Organization		Supervisor: Scooby D Doo	
Review Year: 2012			

Career Development Plan:			
Item Employee is responsible for:		Item Supervisor is responsible for:	
1. Participate in classes offered through Microsoft IT Academy	+	1. Reserve money to pay for classes and career development	+
2.	+	2.	+
3.	+	3.	+

Save Back to Main Goals Page Back to Competencies View Performance Plan Exit Without Saving

15. After the performance plan has been completed, please click on the **View in PDF** link to save or print a copy of the plan.

Performance Plan

[View in PDF](#)

Final Version of Performance Plan			
Personal Data:			
Employee ID: PBT000010	Employee Name: Virginia Ann O'Hara		
Position Number: PBT010	Job Title: IT Specialist		
Dept./Org.: Dino Organization	Supervisor: Scooby D Doo		
Review Year: 2012			

Rating Definitions for Goals/Responsibilities			
Model Performance	Strong Performance	Developing Performance	Unacceptable Performance
Outstanding Performance that considerably and consistently exceeds expectations.	Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.	May partially meet performance expectations but needs improvement. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.	Performance is well below an acceptable level in this area. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.

Printing/Saving Performance Plan

When viewing the performance plan as a .pdf file using Adobe Acrobat Reader or any other type of PDF reader, you can use the **Save** and **Print** buttons in the PDF toolbar to save a copy onto your computer or print it if you have a printer accessible.



Send to Employee or Reviewer

16. When the plan is ready, click on one of the following buttons: **Send back to Employee for Input**, **Finalize and send to Employee** or **Finalize and send to Reviewer**.

A screenshot of the 'Performance Plan' form in the Oracle HR System. The form is titled 'Performance Plan' and includes a 'Find' search bar at the top. It contains several sections for defining performance goals and competencies. The 'Performance Goals and/or Sub-Responsibilities' section includes a table with columns for 'Model Performance', 'Strong Performance', 'Developing Performance', and 'Measurable Performance'. The 'Behavioral Competencies' section includes a table with columns for 'Model Performance', 'Strong Performance', 'Developing Performance', and 'Measurable Performance'. The 'Job Specific Competencies' section includes a table with columns for 'Model Performance', 'Strong Performance', 'Developing Performance', and 'Measurable Performance'. The 'Career Development Plan' section includes a table with columns for 'Send Employee to Responsibility for' and 'Send Supervisor to Responsibility for'. At the bottom of the form, there are buttons for 'Back to Main Goals Page', 'Back to Competencies', 'Back to Career Development', 'Send back to Employee for Input', 'Finalize and send to Employee', and 'Finalize and send to Reviewer'.

Back to Main Goals Page

Modify or add another goal.

Back to Competencies

Modify or add competencies.

Back to Career Development

Modify or add items to career development.

Send back to Employee for Input

Send the performance plan to the employee to allow them to review and give feedback.

Finalize and send to Employee

Send the finalized performance plan to the employee.

Finalize and send to Reviewer

Send the finalized performance plan to the reviewer in the department.

Next Steps

If **Send back to Employee for input** is selected, the employee will be able to edit the performance plan and return it back to the supervisor for approval or further modifications. The employee will receive an email to let them know that a performance plan is available for them to review. These steps can be repeated as many times as it takes to be satisfied with the plan.

A supervisor can check the status of the performance review at any time to make sure that the plan is finalized within the appropriate time frame.

Check the Status of a Performance Plan

1. Log into <https://login.vt.edu/profile/cas/login?execution=e1s1>
2. Click on **Hokie Team**.
3. Click on **Performance Planning and Evaluation Tool**.
4. Click on **Performance Plan Menu**.
5. Click on **List Employees Where I am Defined as the Supervisor**.

Employees Where I am Defined as the Supervisor

Any employee name in **RED** and **ITALICS** is an employee who previously filled an empty position.

☐ Display AP Faculty

Employee Position Number	Employee Name	Plan Status	Plan Year	Alternative Employee Signoff	View Plan	View History
PBT010	O'Hara, Virginia A	Employee approved	2012		<input type="button" value="View Plan"/>	<input type="button" value="View History"/>
PBT008	Fisher, Stephen D	Employee reviewed and approved a paper copy	2012		<input type="button" value="View Plan"/>	<input type="button" value="View History"/>

If **Send to Reviewer** is selected, the reviewer will go over the performance plan and, can either send it back to the supervisor for modifications, or they may approve the plan. Once the plan is approved, the employee will need to log into the performance system to acknowledge receipt of the performance plan.

The supervisor will receive an email that will contain the following information when a plan has been received and review by the employee:

Dear {supv name}}, {Name} has received and reviewed their {year} performance plan. No further action is required.

If there are any questions or if you require assistance with the performance management tool, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

If the employee cannot log into the system, a paper copy may be printed and signed. The supervisor or designee will then need to enter an **Alternate Employee Signoff**.

Alternative Employee Signoff

If the employee reviewed the performance plan and approved a paper copy, or if the employee refused to sign a paper copy, then the designee has the option to submit an **Alternative Employee Signoff**.

1. From the Performance Plan menu select **List of Employees Where I am Defined as the Supervisor**.
2. Click on **Enter alternative signoff**.
This option will only appear once either the supervisor or reviewer has finalized the plan and forward it to the employee.
3. Choose one of these options and click on the **Submit** button:
 - Employee reviewed and approved a paper copy
 - Employee refused to sign a paper copy

The screenshot shows the 'Performance Plan Menu' in the Virginia Tech Information System. The menu includes options like 'Create/Edit Plan', 'View Current Approved Plan', and 'List Employees Where I am Defined as the Supervisor'. The 'List Employees Where I am Defined as the Supervisor' option is selected, leading to a table of employees. The table has columns for 'Employee Position Number', 'Employee Name', 'Plan Status', 'Plan Year', 'Alternative Employee Signoff', 'View Plan', and 'View History'. The 'Alternative Employee Signoff' column shows 'Enter alternative signoff' for the selected employee. Below the table, there is a section 'Enter alternative employee signoff' with two radio button options: 'Employee reviewed and approved a paper copy' (selected) and 'Employee refused to sign a paper copy'. A 'Submit' button is at the bottom.

Employee Position Number	Employee Name	Plan Status	Plan Year	Alternative Employee Signoff	View Plan	View History
PT006	Fisher, Stephen D	Employee editing	2012		View Plan	View History
PT010	Ohara, Virginia A	Supervisor		Enter alternative signoff	View Plan	View History
PT009	Tripp, Carol A	No plan exists			View Plan	View History

When viewing the plan status, it will reflect either **Employee reviewed and approved a paper copy** or **Employee refused to sign a paper copy**.

Creating Evaluations

The purpose of an evaluation is to document how well an employee has met the expectations defined in the performance plan. During this process, the employee has an opportunity to perform a self-evaluation. The self-evaluation can be completed online through the performance management system or through the use of other forms such as the Employee Work Profile Performance Plan and Evaluation (P112). The self-evaluation is used to document accomplishments as related to each performance goal/job responsibility and competency and allows an employee to summarize career development activities.

A supervisor may use the self-evaluation to complete the performance evaluation or they may choose to create a performance evaluation without the self-evaluation.

The supervisor will receive an email that will contain the following information when a self-evaluation has been completed by the employee:

[Dear {supv name}, {employee name} has completed their self-evaluation and has sent it to you for review.]

ACTION REQUIRED:

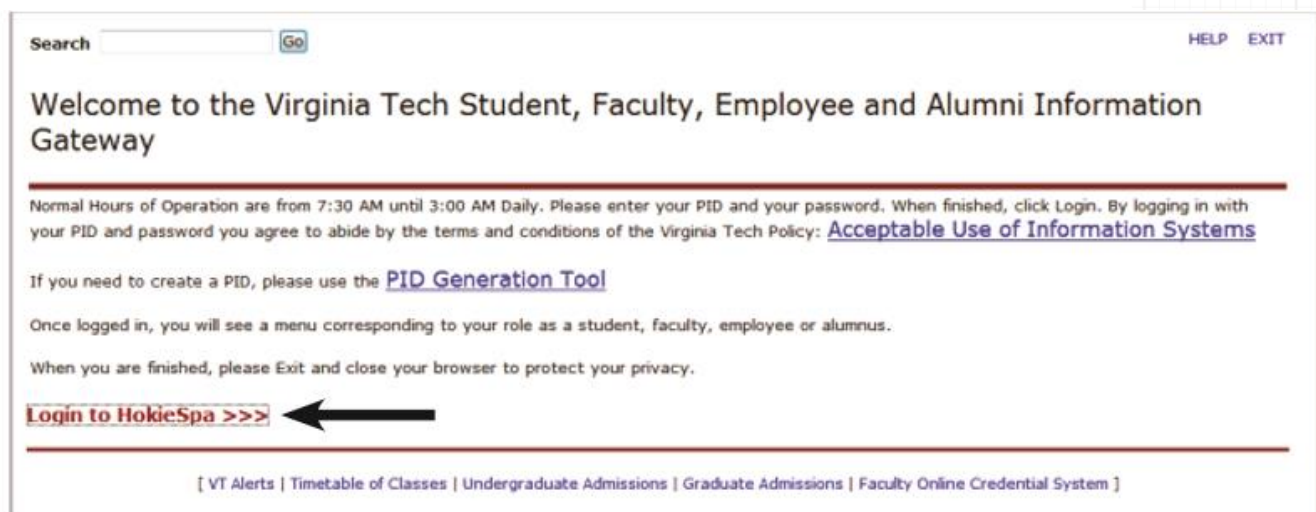
- Logon to the performance management tool via HOKIESPA and select Performance Evaluation Menu.
- Select **“List Employees Where I am a Supervisor”**.
- Select **“View Evaluation”** to the right of the employee’s self-evaluation you wish to review.
- To add employee comments, scroll to the bottom of the plan and select **“Update Employee Evaluation”**. To create an evaluation excluding the employee’s self-evaluation comments, select, **“Create Evaluation”**.
- You should rate the employee on each goal and add appropriate comments, rate them on each of the competencies, and then provide an overall rating and summary comments. Once you have completed these steps, select **“View Entire Evaluation”**.
- Scroll to the bottom of the plan and select **“Finalize and Send to Reviewer”**.

If there are any questions or if you require assistance with the performance management tool, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

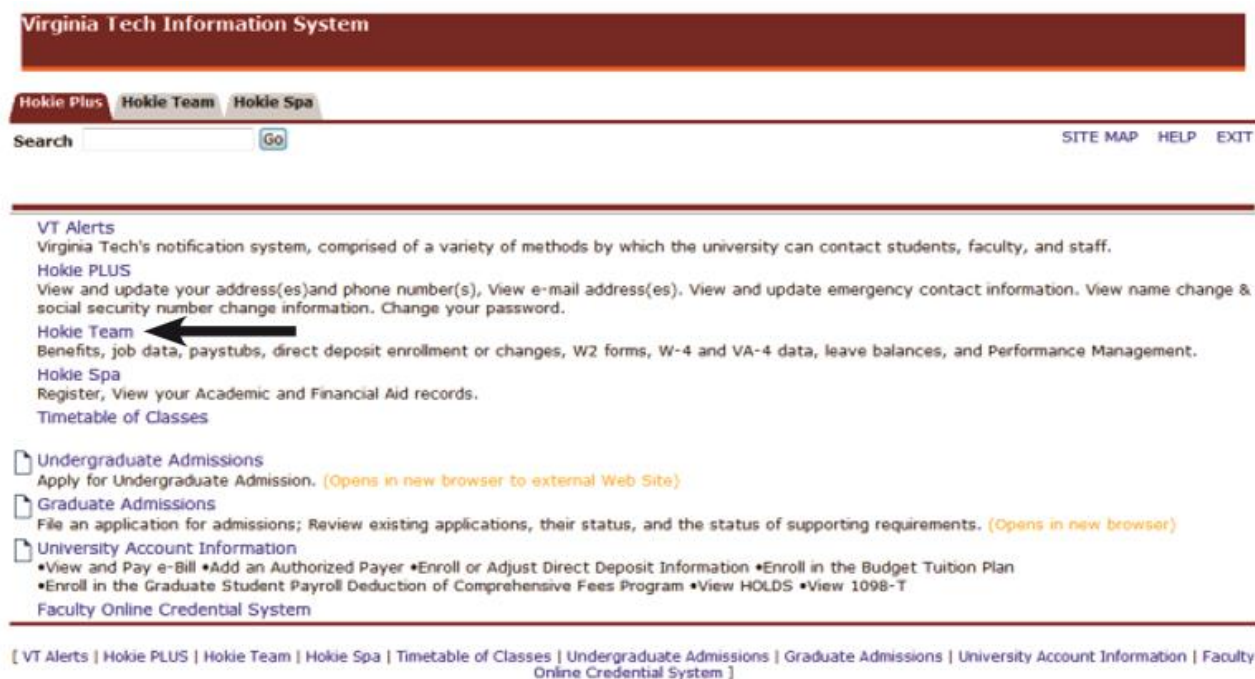
1. Navigate to <https://login.vt.edu/profile/cas/login?execution=e1s1> and click on **Login to HokieSpa**.

On the next screen, log in with your PID and password.

Please Note: The system will time out after 30 minutes of inactivity, so please save periodically.



2. Click on **Hokie Team**.



3. Scroll to the bottom of the screen and click on **Performance Planning and Evaluation Tool**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search

MAIN MENU SITE MAP HELP EXIT

Hokie TEAM (Tech Employees Access Menu)

[Benefits and Deductions](#)
View your retirement plans, Health insurance information, miscellaneous deductions.

[Most Recent Pay Stub](#)
Displays your most recent pay stub or the pay stub selection page if you have more than one paycheck in the most recent pay period.


[Pay Information](#)
View your Payroll Direct Deposit breakdown; View your Earnings and Deductions History; View your Pay Stubs; Change your Pay Stub Selection

[Graduate Students on an Assistantship: Enroll in Payroll Deduction](#)
Allows graduate students on an assistantship to enroll in payroll deduction for payment of their comprehensive fee, technology fee and capital fee (if applicable).

[Tax Forms](#)
View and update your W-4 and VA-4 information; View your W-2 Form and/or 1042S Form (if applicable).

[Current and Past Jobs](#)
View current and past jobs.

[Leave Balances](#)
View your leave balances.

 [Direct Deposit](#)
Update your Direct Deposit bank information. Payroll, Student Refunds and other University reimbursements can be automatically deposited into your bank account.

[Veterans Classification](#)
Attention Veterans - please update your discharge date and Veteran Classifications

[Update Ethnicity and Race](#)
View and update your ethnicity and race information.

[Labor Redistribution](#)
Initiate and approve retroactive employee payroll funding changes.

[Performance Planning and Evaluation Tool](#) ←

Performance Planning and Evaluation Tool

4. On the Performance Main Menu, click on **Performance Plan Menu**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

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BACK SITE MAP HELP EXIT

Performance Main Menu

[Performance Plan Menu](#) ←

Create or Edit a Performance Plan

[Performance Evaluation Menu](#)

Create or Edit a Performance Evaluation

[Update Plan and Evaluation Status](#)

Update Plan and Evaluation Status

5. Click on **List Employees Where I am Defined as the Supervisor**.

Virginia Tech Information System

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Search

BACK SITE MAP HELP EXIT

Performance Evaluation Menu

[Create/Edit Self Evaluation](#)
Create or Edit your Performance Evaluation

[View Current Approved Evaluation](#)
Display your current approved performance evaluation

[List Employees Where I am Defined as the Supervisor](#) ←

View status of evaluations for employees under your supervision

[List Employees Where I am Defined as the Reviewer](#)
View status of evaluations for employees under your review

[List Employees by Organization Code](#)
Displays employees under a specified organization code

[Display Evaluation for Employee](#)
Display evaluation for specified employee

[List Employees Where I am Defined as the Designee](#)
View status of evaluations for employees where you are listed as the designee

[Evaluation History](#)
View the history of the evaluations

As a supervisor, you will see a list of employees that contains position number, name, plan status, plan year, and option to view the plan. To display employees who are defined as AP faculty, check mark the **Display AP Faculty** box and click on the **Apply** button.

6. Click on **View Evaluation**.

Virginia Tech Information System

Hokie Plus Hokie Team Hokie Spa

Search

RETURN TO MENU SITE MAP HELP EXIT

Employees Where I am Defined as the Supervisor

Any employee name in *red italics* is an employee who previously filled an empty position.

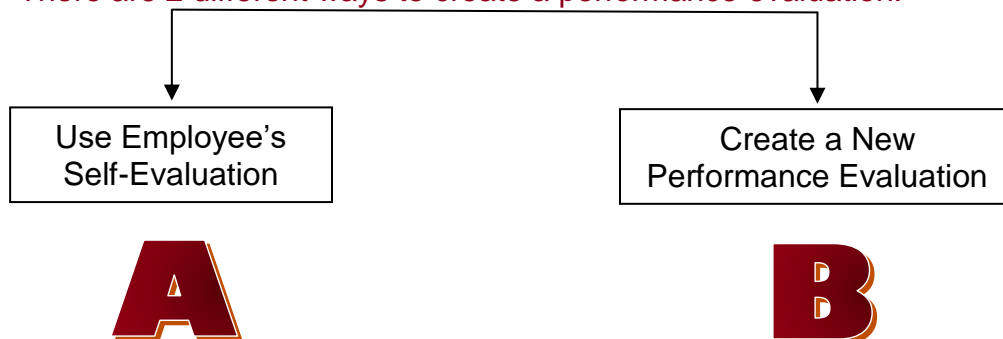
☐ Display AP Faculty

Employee Position Number	Employee Name	Evaluation Status	Evaluation Year	Alternative Employee Signoff	View Evaluation
PBT007	Doo, Scooby D	Employee self evaluation complete	2012		<input type="button" value="View Evaluation"/>

[VT Alerts | Hokie PLUS | Hokie Team | Hokie Spa | Timetable of Classes | Undergraduate Admissions | Graduate Admissions | University Account Information | Faculty Online Credential System]

There are 2 different ways to create a performance evaluation.

7.



A

If the employee has completed the self-evaluation online –

The employee's self-evaluation will show with their comments and ratings.

Performance Goals and/or Job Responsibilities		
Performance Goals and/or Job Responsibilities	Actual Results and Accomplishments	Ratings
Identify 1-4 goals and/or primary job responsibilities.	Evaluate results against mutually established performance goals and job responsibilities.	Select on ratings for each performance goal or job responsibility.
Goal/Job Responsibility: Prepare the annual budget financial summary to allow sufficient time for review by Dept. Heads prior to final budget meeting in April. Metrics: 1) Uses the FY11 expense data as a basis for all FY12 expense forecasts. 2) Works with individual dept heads to ensure that all last minute expenses are reflected in preparing the FY12 estimates. 3) Completes a rough draft of the budget summary and submits to me no later than March 15th	Fully met expectations for this project. I was able to support the estimates and met with the department heads.	<input type="radio"/> Model Performance <input checked="" type="radio"/> Strong Performance <input type="radio"/> Developing Performance <input type="radio"/> Unacceptable Performance



If the employee did not complete the self-evaluation online –

When **View Evaluation** is selected, a message will appear that no evaluation currently exists.

- Click on the **Create/Edit Evaluation**.

Create/Edit Evaluation

No evaluation currently exists for position PBT008.

You may create or edit the evaluation by clicking the button below.

Create/Edit Evaluation

Enter Results and Accomplishments

- Enter the actual results and accomplishments for each assigned goal/job responsibility and check the appropriate performance rating for each one.

Performance Goals and/or Job Responsibilities		
Performance Goals and/or Job Responsibilities	Actual Results and Accomplishments	Ratings
Identify 1-4 goals and/or primary job responsibilities.	Evaluate results against mutually established performance goals and job responsibilities.	Select on ratings for each performance goal or job responsibility.
Goal/Job Responsibility: Prepare the annual budget financial summary to allow sufficient time for review by Dept. Heads prior to final budget meeting in April Metrics: 1) Uses the FY11 expense data as a basis for all FY12 expense forecasts. 2) Works with individual dept heads to ensure that all last minute expenses are reflected in preparing the FY12 estimates 3) Completes a rough draft of the budget summary and submits to me no later than March 15th	Mary fully met my expectations on this project. She was able to support the estimates using the FY11 actual expenses and met with the department heads to make sure we captured as much of the actual data as possible. The feedback from the department heads was very positive and there were particular comments made about her strong customer service skills. I received the report a day early and was satisfied with the results.	<input type="radio"/> Model Performance <input checked="" type="radio"/> Strong Performance <input type="radio"/> Developing Performance <input type="radio"/> Unacceptable Performance

Listed below is the description for each rating:

- **Model Performance** - Outstanding Performance that considerably and consistently exceeds expectations.
- **Strong Performance** - Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.
- **Developing Performance** - May partially meet performance expectations but needs improvement. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.
- **Unacceptable Performance** - Performance is well below an acceptable level in this area. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.

- Click on **Save**, then click on **Continue to Next Goal** or **Continue to Competencies**.

Select Competency Ratings

Competencies describe the behavior that employees are expected to demonstrate when they are successfully performing their jobs. You will see a list of universal and job specific competencies. Universal competencies are pre-defined for all staff employees. If you are a supervisor, you will see a list of pre-defined competencies.

10. Select a rating for each competency.

The screenshot shows the 'Virginia Tech Information System' interface. At the top, there are tabs for 'Hokie Plus', 'Hokie Team', and 'Hokie Spa'. Below these is a search bar with a 'Go' button and links for 'BACK', 'SITE MAP', 'HELP', and 'EXIT'. The main content area is titled 'Employee Evaluation' and includes a 'View in PDF' link. The form is divided into several sections: 'Personal Data' with fields for Employee ID (PBT000010), Employee Name (Virginia Ann O'Hara), Position Number (PBT010), Job Title (IT Specialist), Dept./Org. (Dino Organization), Supervisor (Scooby D Doo), and Review Year (2012). Below this is the 'Universal Competencies' section, which includes three sub-sections: 'Teamwork', 'Maintaining a Safe & Secure Work Environment', and 'Diversity Commitment'. Each sub-section has a description and four radio button options for performance ratings: 'Model Performance', 'Strong Performance', 'Developing Performance', and 'Unacceptable Performance'. The 'Job Specific Competencies' section follows, with a sub-section for 'Analytical Skills & Problem Solving' and the same four rating options.

Employee Evaluation			
Personal Data			
Employee ID:	PBT000010	Employee Name:	Virginia Ann O'Hara
Position Number:	PBT010	Job Title:	IT Specialist
Dept./Org.:	Dino Organization	Supervisor:	Scooby D Doo
Review Year:	2012		
Universal Competencies:			
Teamwork: Implies the intention to work cooperatively with others, to be a part of a team, to work together, as opposed to working separately or competitively. Teamwork may only be considered when the subject is a member of a group of people functioning as a team, generally where he or she is not the leader. "Team" is broadly defined as any task or process-oriented group of individuals.			
<input type="radio"/> Model Performance	<input type="radio"/> Strong Performance	<input type="radio"/> Developing Performance	<input type="radio"/> Unacceptable Performance
Maintaining a Safe & Secure Work Environment: University Policy 5800, Health and Safety Policy, was issued in January 2001. The policy states, "At Virginia Tech, safety is everyone's responsibility. All members of the university community are expected to be thoroughly familiar with their safety responsibilities, strive to follow safety practices at all times, act proactively to prevent accidents and injuries, communicate hazards to supervisors, and be prepared for emergencies that may occur in the workplace."			
<input type="radio"/> Model Performance	<input type="radio"/> Strong Performance	<input type="radio"/> Developing Performance	<input type="radio"/> Unacceptable Performance
Diversity Commitment: the ability to understand and value the practices, customs, values and norms of other individuals, groups and cultures. It goes beyond what is required by state and federal equal employment opportunity (EEO) regulations to include the ability to value different points-of-view and recognize the improved outcomes that occur when individuals from different backgrounds or perspectives interact. It includes seeing others' differences as a positive part of the organization. It also means being able to work well with a wide variety of people representing different backgrounds, cultures and socio-economic levels.			
<input type="radio"/> Model Performance	<input type="radio"/> Strong Performance	<input type="radio"/> Developing Performance	<input type="radio"/> Unacceptable Performance
Job Specific Competencies:			
Analytical Skills & Problem Solving: Analytical Skills and Problem Solving is understanding a situation, issue, problem, etc., by breaking it into smaller pieces, or tracing the implications of a situation in a step-by-step way. Analytical Skills and Problem Solving includes organizing the parts of a problem, situation, etc., in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.			
<input type="radio"/> Model Performance	<input type="radio"/> Strong Performance	<input type="radio"/> Developing Performance	<input type="radio"/> Unacceptable Performance

Listed below is the description for each rating:

- **Model Performance** - Outstanding Performance that considerably and consistently exceeds expectations.
- **Strong Performance** - Good, solid performance. Fully meets expectations and may, on occasion, exceed expectations in this area.
- **Developing Performance** - May partially meet performance expectations but needs improvement. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.
- **Unacceptable Performance** - Performance is well below an acceptable level in this area. Steps to improve performance in this area must be clearly detailed in the Career Development Plan section.

11. When finished, click on **Save**, then click on **Continue to Overall Rating and Comments**.

Select Overall Rating

The final step in the performance evaluation is to give an overall rating and enter a summary of overall performance.

12. Select an overall rating and enter comments in the Supervisor's Summary of Overall Performance.



*** Overall Rating ***

☐ Model Performance ☐ Strong Performance ☐ Developing Performance ☐ Unacceptable Performance

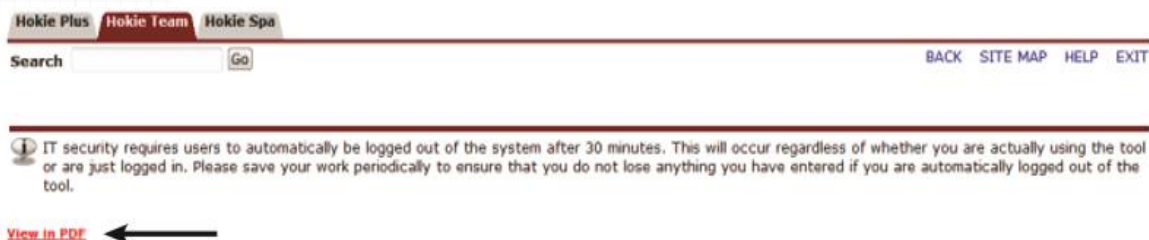
Employee Comments (optional):

Listed below is the description for each rating:

- **Model Performance** - Outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to goals of the organization, department and/or senior management area.
- **Strong Performance** - Good, solid performance. Fulfills all position requirements and goals and may, on occasion, generate results above those expected of the position.
- **Developing Performance** - Performance leaves room for improvement. Employee requires either additional development in deficient technical areas; or, may be a new hire requiring additional training; or, is not responding favorably to coaching for performance improvement.
- **Unacceptable Performance** - Performance is well below the minimum position requirements. Requires immediate review and action including implementation of Performance Improvement Plan (PIP).

13. When finished, click on **Save**, then click on **View Entire Evaluation**.

14. After the evaluation has been completed, please click on **View in PDF** to save or print a copy of the self-evaluation.



Hokie Plus Hokie Team Hokie Spa

Search Go BACK SITE MAP HELP EXIT

IT security requires users to automatically be logged out of the system after 30 minutes. This will occur regardless of whether you are actually using the tool or are just logged in. Please save your work periodically to ensure that you do not lose anything you have entered if you are automatically logged out of the tool.

View in PDF ←

Printing/Saving Performance Evaluation

When viewing the self-evaluation as a .pdf file using Adobe Acrobat Reader or any other type of PDF reader, you can use the **Save** and **Print** buttons in the PDF toolbar to save a copy onto your computer or print it if you have a printer accessible.



Finalize and Send to Reviewer

13. Review the performance evaluation. You are welcome to go back to any section to make changes. When you are satisfied, click **Finalize and send to Reviewer**.

A screenshot of the University of Illinois Performance Evaluation System interface. The page displays a detailed performance evaluation form for an employee named "John Doe". The form includes sections for "Personal Data", "Performance Objectives", "Performance Evaluation", and "Comments". The "Performance Evaluation" section shows a table with columns for "Rating", "Comments", and "Action". The "Comments" section contains a large text area for additional feedback. The interface is designed with a clean, professional layout, using a mix of white, light blue, and dark blue colors.

Exit without Saving

Exit without Saving and return to main menu.

Back to Goals

Modify items in the goals section.

Back to Competencies

Modify the overall rating and comments section.

Back to Overall Rating and Comments

Modify items in the competencies section.

Send to Supervisor

Send the finalized self-evaluation to the supervisor.

Next Steps

The performance evaluation has been sent to the reviewer. They will now be able to edit the evaluation and return it back to the supervisor for approval or further modifications.

The supervisor will receive an email that will contain the following information when an evaluation has returned back by the reviewer:

[Dear {supv name}, {reviewer name} has reviewed the evaluation and is returning it to you. Please check with the Reviewer to see what changes need to be made to the evaluation.]

ACTION REQUIRED:

- Logon to the performance management tool via HOKIESPA and select Performance Plan Menu.
- Select **“List Employees Where I am a Supervisor”**.
- Select **“View Evaluation”** to the right of the employee’s evaluation you wish to review.
- Edit the plan as necessary. Scroll to the bottom of the plan and select **“View Entire Evaluation”**.
- Scroll to the bottom of the evaluation and select **“Finalize and Send to Reviewer”**.

If there are any questions or if you require assistance with the performance management tool, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

A supervisor at any time can check the status of the performance evaluation to make sure that it is finalized within the appropriate time frame.

Check the Status of a Performance Plan

1. Log into <https://login.vt.edu/profile/cas/login?execution=e1s1>
2. Click on **Hokie Team**.
3. Click on **Performance Planning and Evaluation Tool**.
4. Click on **Performance Plan Menu**.
5. Click on **List Employees Where I am Defined as the Supervisor**.

Please refer to pages 29 and 30 for performance evaluation status definitions.

Employees Where I am Defined as the Supervisor

 Any employee name in **RED and ITALICS** is an employee who previously filled an empty position.

☐ Display AP Faculty

Employee Position Number	Employee Name	Plan Status	Plan Year	Alternative		View Plan	View History
				Employee	Signoff		
PBT010	O'Hara, Virginia A	Employee approved	2012			<input type="button" value="View Plan"/>	<input type="button" value="View History"/>
PBT008	Fisher, Stephen D	Employee reviewed and approved a paper copy	2012			<input type="button" value="View Plan"/>	<input type="button" value="View History"/>

Reviewing Evaluations with Employees

Once a supervisor has been notified that the performance evaluations have been approved by Budget Authority/Senior Management, the next step is to schedule a private meeting with the employee to review the performance evaluation.

The supervisor will receive an email that will contain the following information when an evaluation has been approved by Budget Authority:

Combine Budget Authority and Senior Management Authority – Calibration Teams will designate one person and that person will receive and return the evaluations from the Reviewers.

The supervisor will receive an email that will contain the following information when an evaluation has been approved by Senior Management:

Dear {supv name}, senior management has approved the performance evaluation for {employee name}. You may now arrange a time to discuss the evaluation with your employee.

ACTION REQUIRED:

- Logon to the performance management tool via HOKIESPA and review the evaluation.
- Select **“List Employees Where I am a Supervisor”**.
- Select **“View Evaluation”** to the right of the employee’s evaluation you wish to review.
- Once you have reviewed the evaluation, select **“Send to Employee for Signature”**.

Note: At this point in the process, you can make changes to your comments and changes to the ratings for goals and competencies. You will not be able to change the Overall Rating. If you do not agree with the Overall Rating, please contact the Reviewer.

If there are any questions or if you require assistance with the performance management tool, please contact University Employee Relations: Rodney Irvin (540-231-5303), Vickie Mitchell (540-231-2850), or Tina Kapalin (540-231-4272).

Release the Performance Evaluation for Signature

1. Log into <https://login.vt.edu/profile/cas/login?execution=e1s1>
2. Click on **Hokie Team**.
3. Click on **Performance Planning and Evaluation Tool**.
4. Click on **Performance Evaluation Menu**.
5. Click on **List Employees Where I am Defined as the Supervisor**.
6. Click on **View Evaluation**.

Employees Where I am Defined as the Supervisor

 Any employee name in *red italics* is an employee who previously filled an empty position.

☐ Display AP Faculty

Employee Position Number	Employee Name	Evaluation Status	Evaluation Year	Alternative Employee Signoff	View Evaluation
006716		Senior Management approved	2012	→	<input type="button" value="View Evaluation"/>

7. Scroll to the bottom of the evaluation and click on **Send to Employee for Signature**.

- The status of the performance evaluation will change to Supervisor released to employee.
- After the employee has acknowledge receipt of their performance evaluation the status changes to Employee Approved.

The supervisor will receive an email that will contain the following information when an evaluation has been approved by the employee:

[*{employee name} has reviewed their performance evaluation and returned it to you in the performance management tool. If you have not already had a conversation with them about their evaluation it is recommended that you arrange a time to meet and discuss.* **]**

Alternative Employee Signoff

If the employee reviewed the performance plan and approved a paper copy, or if the employee refused to sign a paper copy, then the designee has the option to submit an **Alternative Employee Signoff**.

1. From the Performance Plan menu select **List of Employees Where I am Defined as the Supervisor**.
2. Click on **Enter alternative signoff**. This option will only appear once the evaluation has been approved by Budget Authority and/or Senior Management.
3. Choose one of these options and click on the **Submit** button:
 - Employee reviewed and approved a paper copy
 - Employee refused to sign a paper copy

The screenshot shows the 'Performance Evaluation Menu' with a list of options. The 'Enter alternative signoff' option is highlighted. Below the menu, there is a table titled 'Employees Where I am Defined as the Supervisor' with columns for Employee Position Number, Employee Name, Plan Status, Plan Year, Alternative Employee Signoff, View Plan, and View History. The table shows two employees: O'Hara, Virginia A. (Supervisor) and Tripp, Daniel A. (No plan exists). An arrow points from the 'Alternative Employee Signoff' column to the 'Enter alternative signoff' option. Below the table, there is a section titled 'Enter alternative employee signoff' with two radio button options: 'Employee reviewed and approved a paper copy' and 'Employee refused to sign a paper copy'. A 'Submit' button is at the bottom.

Employee Position Number	Employee Name	Plan Status	Plan Year	Alternative Employee Signoff	View Plan	View History
PE1004	O'Hara, Virginia A.	Supervisor	2012	Enter alternative signoff	View Plan	View History
PE1009	Tripp, Daniel A.	No plan exists			View Plan	View History

When viewing the evaluation status, it will reflect either **Employee reviewed and approved a paper copy** or **Employee refused to sign a paper copy**.

This completes the performance plan cycle! The supervisor should plan a meeting with the employee to work on next year's performance plan within 30 days of receiving the performance evaluation.

Reminder:

Meet with your employees frequently throughout the year. Having those open conversations will enable you to keep your department and team on track and compliment employee engagement!

Performance Plan Status Definitions

Performance Plan Status	Definition
No Plan Exists	A performance plan for the current review period has not been started by the employee or the supervisor. If the supervisor does not require a draft plan from their employee(s), they may create a performance plan.
Employee Editing	Employee is editing the plan and neither the supervisor or reviewer will be able to access the plan until the employee sends it to the supervisor.
Supervisor Created Plan	Supervisor has created a performance plan.
Employee Complete	Employee has completed a performance plan prior to the supervisor and sent it to the supervisor for their review or the employee has returned the performance plan that the supervisor sent them to edit.
Copied from Previous Year	The performance plan was copied from the previous year's performance plan.
Copied from Employee	The performance plan was copied from the employee's draft of the plan.
New Version Created	An existing approved plan has been copied and created into a new version that can be updated. This is for the same performance review period. This is not used when a plan from last year was used to create the plan for the current review period.
Supervisor Editing	Supervisor is editing the plan and neither the employee or reviewer will be able to access the plan until the supervisor sends it on.
Employee Reviewing	The supervisor has sent the performance plan to the employee for input. The employee will be able to edit the plan before returning to the supervisor.
Supervisor Approved	The supervisor has sent the performance plan to the employee as a final for review; the employee will not be able to edit. The employee should review and acknowledge receipt.
Reviewer Reviewing	The supervisor has sent the performance plan to the reviewer to examine.
Reviewer Approved	The reviewer has sent the performance plan to the employee for review.
Employee Approved	The employee has reviewed their performance plan and selected the "I have received and reviewed my performance plan" option.
Employee Reviewed and Approved a Paper Copy	The supervisor has selected "Enter Alternative Signoff" on the "List of Employees Where I am defined as the Supervisor" screen and selected the "Employee reviewed and approved a paper copy" option.
Employee Refused to Sign a Paper Copy	The supervisor has selected "Enter Alternative Signoff" on the "List of Employees Where I am defined as the Supervisor" screen and selected the "Employee refused to sign a paper copy" option.

Performance Evaluation Status Definitions

Performance Evaluation Status	Definition
No Evaluation Exists	A performance evaluation for the current review period has not been started by the employee or supervisor. If the employee chooses not to do a self-evaluation, the supervisor may begin the performance evaluation.
Employee Editing Self-Evaluation	Employee has created their self-evaluation and is still in process.
Supervisor Created Evaluation	The supervisor has started an evaluation for the employee. The employee will not be able to enter a self-evaluation into the online system until the supervisor has started their evaluation.
Supervisor Editing	The supervisor is editing the performance evaluation.
Evaluation Sent to Reviewer	The supervisor has completed the evaluation and sent it to the reviewer.
Evaluation Sent to Budget Authority	If your college/VP area uses a calibration team, this status indicates that the reviewer has reviewed the evaluation and sent it to the calibration team for final approval. The calibration team is typically a group of senior managers from your senior management area.
Budget Authority Approves	The calibration team has approved the evaluation and returned it to the supervisor.
Senior Management Approves	The calibration team has approved the evaluation and returned it to the supervisor.
Supervisor Released to Employee	The supervisor has sent the final evaluation to the employee for their review and will arrange a meeting to discuss the evaluation. The employee should log on and acknowledge approval.
Employee Approved	The employee has logged on and acknowledged evaluation approval.
Employee Reviewed and Approved a Paper Copy	The employee was provided a paper copy that they reviewed and signed.
Employee Refused to Sign a Paper Copy	The employee received a paper copy of the evaluation but declined to sign it.



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