Performance Management Training for Supervisors

2023
Today’s Topics

• Evaluating performance via the RED form
  • Objectives
  • Competencies
  • Professional Development

• Using Formstack to Complete the RED Form for employees

• Tips for scheduling and conducting the feedback sessions in a virtual environment
Purpose of Performance Assessment

• Creates a forum for **open dialogue** between employee and manager.

• Provides an opportunity for managers to share the **direction of the University/department/unit** and how each employee’s job fits in.

• Clarifies **mutually understood expectations** and provides a basis for measuring an employee’s ongoing performance.

• Provides opportunity for **coaching** and giving **feedback**.
Stages of Performance Cycle

- Beginning of Performance Cycle
- During Performance Cycle
- End of Performance Cycle
- Final Assessment
# Performance Weighting Breakdown

**June 1\textsuperscript{st} through May 31\textsuperscript{st}**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>60%</th>
<th>What</th>
<th>Achievements, results, outputs measured in terms of Quality, Quantity, Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. John’s University’s Values at Work &amp; Competencies</td>
<td>40%</td>
<td>How</td>
<td>Through St. John’s University’s Values, how do you apply behaviors, skills knowledge to the job</td>
</tr>
<tr>
<td>Development Plan</td>
<td></td>
<td>How to</td>
<td>Opportunities to grow or improve</td>
</tr>
</tbody>
</table>
Performance Planning: Objective Setting

- Occurs at the beginning of the cycle. Foundation for the whole process.
- Lets you know what’s expected and how your performance will be assessed.
- Gives you the opportunity to provide input about how to perform your job.
- Helps you stay on track and remain clear on changing priorities throughout the cycle.
- Positions you for success; eliminates surprises.
- Focuses on the results of your work.
- Aligns the institutional priorities throughout the organization so that we’re all working toward the same end.
How Are Objectives Developed?

STRATEGIC PLAN (Five Foundational Themes)

DEPARTMENT’S GOALS

YOUR MANAGER’S OBJECTIVES

YOUR OBJECTIVES
Think About:

• How to translate tasks into results and differentiate between a task and the expected result(s) of the effort.

• The specific results you will be held accountable for.

• Why are you doing this? How will you know if your goal has been achieved?

• Who receives the service you provide?

• What do the recipients expect in terms of:
  
  ➢ **quality** (90% very good or excellent on evaluations),
  
  ➢ **quantity** (increase student enrollment by 5% over the previous year)
  
  ➢ **timeliness** (resolve help desk tickets within 24 hours)?

• The SMART Criteria.
Manager communicates to employee job objectives for performance cycle

- Identify a minimum of 3 objectives (recommend no more than 5)
- Align job objectives to department objectives and foundational themes
- Ensure objectives meet S.M.A.R.T. criteria (Specific, Measurable, Attainable, Relevant, and Time-Bound)
- Link objectives/key responsibilities to the job. Note: If 2 or more employees perform the same job, then objectives & responsibilities must be the same
- Specify a weighting for each objective/key responsibility
## Objective Weighting – 60% Overall Weighting

<table>
<thead>
<tr>
<th>Objective</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong> – Design and Delivery of Training Programs- During the fiscal year, deliver 2-3 workshops for each of the following programs): Quality Service, Time Management, Active Listening, Effective Meetings, Coaching, Managing for Success, etc., with a very good/excellent rating of 90% and ensure participation rate is consistent with targets</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Objective 2</strong> – Complete the certificate tracking project so that each active administrator and staff member has a completed profile established in the Excel spreadsheet by May 31, 2023.</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Objective 3</strong> – Develop a Telecommuting online course in Canvas, complete with evaluation and review questions, by April 30, 2023.</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Objective 4</strong> – Develop and pilot <em>Adapting to Change</em> by August 31, 2022. Train 25 people by 12/31/22 with a very good/excellent rating of at least 90%.</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Objective totals</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
The Mission/St. John’s Values at Work are expressed & integrated into the work at St. John’s through the following competencies:

- Provide Timely and Excellent Service
- Diversity & Inclusion
- Shared Ownership & Accountability
- Collegiality & Teamwork
- Communication
- Adapting to Change

Quality of Work
The Mission/St. John’s Values at Work are expressed & integrated into the work at St. John’s through the following competencies:
Professional Development Plan –
this section is used to identify skills, knowledge and abilities for future growth, growth in the current job or competency development.

Managers must:

- Partner with employee to establish plan to develop knowledge, skills and abilities;
- Provide a timeline within performance review period for progress
- Ensure employee is compliant in all University required training. Ask each employee to attach a copy of their training profile.
During the Performance Cycle

<table>
<thead>
<tr>
<th>Check in with employees throughout the year to ensure employees are on track and objectives remain relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note significant accomplishments, changes in direction, or areas for improvement</td>
</tr>
<tr>
<td>Any changes in objectives during the reporting period must be discussed with the employee and signed and dated by both manager and employee</td>
</tr>
<tr>
<td>No rating and no paperwork submitted to HR</td>
</tr>
</tbody>
</table>
End of Performance Cycle

• **End of May** - Request that employees submit self-assessment by June 30th.

• **By July 31** - Prepare final assessment using the employee’s self-assessment as a guide. Managers are asked to write their final assessment in the Formstack RED Form.

• **Note**: If you need additional time to submit your ratings, please contact your HR Services’ representative.

Karen Crowley: 718-990-1502; Marian Saia: 718-990-2445
Writing Comments

- Consult your performance log.
- Ensure that comments include specific, factual and descriptive examples that are job-related and behaviorally written.
- Make sure comments match the rating.
- Strive for clarity.
- Focus on accomplishments and results produced.
- Identify strengths and development areas.

**Note:** If you are a new manager or you have new direct reports, you should ask your employees for a copy of their RED Form from last year.
Comments are required for each rating except **PW**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EP</strong></td>
<td>Exceptional Performance Performance consistently and significantly exceeds departmental and position expectations</td>
</tr>
<tr>
<td><strong>PW+</strong></td>
<td>Performs Well Plus Performs well in all aspects of the job, exceeds expectations in a few areas</td>
</tr>
<tr>
<td><strong>PW</strong></td>
<td>Performs Well (no written rationale required) Performance consistently meets expectations and job requirements</td>
</tr>
<tr>
<td><strong>NI</strong></td>
<td>Needs Improvement Performance consistently does not meet expectations and improvement is required.</td>
</tr>
<tr>
<td><strong>DNM</strong></td>
<td>Does not meet expectations Performance does not meet expectations</td>
</tr>
</tbody>
</table>
• Seek agreement from your supervisor on the objectives you will assess in your evaluation.
• Write your self-assessment in a Word document.
• Be as honest and factual as possible.
• List all of your accomplishments from the year; note reasons for set-backs.
• Include enough specific details so that your manager understands your contributions.
• Highlight changes in priorities that arose during the cycle.
• Use the RED form to complete your self-assessment (copy and paste from the Word document into the Formstack RED Form)
• Send self-assessment to your manager prior to your performance discussion meeting.
• Expect your manager to add comments accordingly.
• Understand that your supervisor has final say.
• I have been attending departmental meetings with the goal of making suggestions to improve work processes, and one of my suggestions, xxxxxxx, resulted in a change in procedures that has saved the department over $2,000 this year alone.

• Despite the reduced headcount in our department, I have completed my database project on time and $1,000 under budget. As a result, students can now access their information in two clicks instead of four and the information is updated immediately instead of every 24 hours.

• During the past year, I documented 5 of 7 work processes that were used to train new student workers hired by the department. The documentation resulted in reduced time spent to train the student workers and now serve as desk procedures.
Participating in the Performance Discussion

• Refer back to your list of accomplishments.

• Complete your Self-Assessment before the meeting. Be objective about the things you did well and the areas where you could have done better.

• Be prepared to discuss your Self-Assessment during the meeting with your manager.

• Discuss areas you would like to develop and/or career interests you may have.

• Be open to feedback and ask questions if you don’t understand something.
Supervisors should send to their direct reports, via email, the SAMPLE RED form complete with their narrative comments and ratings at least 24 hours before the scheduled meeting.

- Plan on each meeting to last 45-60 minutes.
- Conduct the meeting in-person, via TEAMS, or WebEx Meetings.
- Use your webcam for these meetings – it is important that supervisors and direct reports see each other.
- Discuss the present year’s performance and toward the end of the meeting discuss next year’s goals.
Tips for Conducting your Feedback Meetings

• Focus on the priorities.
• Describe specific situations or behavior.
• Focus on the work; relate feedback to objectives and expectations.
• Balance positive and constructive statements.
• Try to see things from the employee’s perspective; share your own experiences.
• Present corrective feedback in positive, actionable way.
• Ensure that the employee understands by asking them to summarize.
• Follow up to monitor improvements and set follow up dates.
Additional Resources

<table>
<thead>
<tr>
<th>HR Services Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
</tr>
<tr>
<td>Karen Crowley</td>
</tr>
<tr>
<td>Marian Saia</td>
</tr>
</tbody>
</table>

- **HR Services' Web page**
- **Resources for Telework Success**
- **Employee Assistance Program (EAP)**
- **LinkedIn Learning.com**

- **University Information System (UIS) – list of training workshops**
- **HR Training & Development Professional Development Workshops and Certificate Programs**
Employee Starts RED Process
All employees will receive an email from the Office of Human Resources transmitting a link to the RED Form.

Draft of Memo that will be sent to FT and PT Administrators and Staff hired before 4/1/2023

TO: All FT and PT administrators and staff who started before 4/1/23
FROM: Office of Human Resources
TARGET DATE: June 1, 2023
SUBJECT: RED Form Link

The RED performance review process is now underway. Please click the link below to access the RED Form. You must access and complete your RED form by June 30, 2023.

RED Form

Please note that the RED form does not have a “save and resume” feature, which means you will not be able to save your progress on the form prior to submitting it. We strongly recommend that you write and save your objectives and self-assessment on a separate Word Document, and when you are ready to submit the RED form, copy your entries from your Word Document into the RED form.

We encourage you to visit the RED section of the Human Resources Services website, which has instructions on completing the RED form, troubleshooting tips, and links for HR training sessions on the RED process. If you need any assistance with your RED form, please contact Karen Crowley, Associate Director for HR Services, at ext. 1302, or Marian Sala, HR Generalist, at ext. 2445.

Note: Training recommends that you create an Outlook email archive folder for yourself and label it RED 2023 to store the RED-related emails you will receive from HR and Formstack.
Accessing the RED Form from the HR Email

Click on the **RED Form** link.

You will be asked to provide a two-factor authentication code in order to access the RED Form.

Click on **Send code**, enter the code and click on **Verify**.
Result after you enter your verification code: You will be brought to the RED Form with some of your personal information pre-filled on the form. Scroll through the form to continue to complete the RED Form.
Accessing the RED Form from the HR Webpage

1. Login to the St. John’s website via stjohns.edu

2. Scroll to the footer and select Faculty, Administrators & Staff

3. Scroll down and click on Human Resources within the Administration & Staff menu

4. From the HR webpage, click on Human Resources Services
5. Scroll down to the section that reads **Employee Performance Management – Recognize Excellence and Development (RED)** and in the expandable section **For All Employees**, click on the plus sign + to expand the section

**Employee Performance Management - Recognize Excellence and Development (RED)**

RED is St. John’s University’s annual, cyclical, performance management program for staff and administrators. To help employees and supervisors get the most out of the performance management process, the following resources, tools and training are provided:

For All Employees
6. Click on the **RED Form** at the entry, *Access the RED Form*

**Result:** You will be brought to the RED Form with some of your personal information pre-filled on the form. Scroll through the form to continue to complete the RED Form.
CAUTION! You cannot save the information in the RED Form.

Any partial entry will be lost upon closing the form. When you are ready to complete the RED Form, copy and paste your information from a Word document into the RED Form or be prepared to enter the information directly into the RED Form in one session without interruption. You cannot save partial completion of information added to the RED Form.
On the Formstack Form for Recognize Excellent and Development (RED) enter the required demographic information. **Note:** Some of the information will be pre-filled for you. Any field marked with an asterisk requires you to enter information; otherwise, you will not be able to submit the form.

Enter the following on the RED Form:

1. Your **First Name, Last Name, Job Title, St. John’s Email** address (confirm your email address) and **XID number**. **Note:** You can find your **XID number** on your pay statement above your name and SSN.
2. Select your **School or Department** from the drop-down menu.
3. Leave blank the field that asks for the **Periodic Check In Date** since this is the final assessment.
Enter the following on the RED Form:

1. Your supervisor’s **First Name, Last Name**, and **St. John’s Email** address (confirm the email address)

2. **Note:** It is important that you enter your supervisor’s St. John’s email address because when you submit the form, the form will be sent to the email address of the supervisor whose name you entered onto the form.
For tips on how to write the objectives/key responsibilities, click on the arrow labeled  **Beginning of Performance Cycle**.

Write down the objectives (one objective per box) that reflects the major work performed during the reporting cycle.  
**Note:** You should have between 3-5 major objectives.

This year you are asked to provide a weighting that reflects the percentage of time you feel you devoted to each objective during the past year. The percentages should total 100%.
Although you are not asked to rate yourself on the competencies, you should view the list of competencies to address when writing your self-assessment. You can find the list of competencies on the HR Services webpage in the RED Section. Your supervisor will add the ratings for the competencies.

1. Provide Timely and Excellent Service:

2. Diversity and Inclusivity:
   Demonstrates the ability to communicate across differences to create a collaborative, collegial, and caring community. Actively seeks and considers perspectives and experiences from people different from oneself.

3. Shared Ownership/Accountability:
   Understands and takes responsibility for individual role in achieving department/university-wide objectives.

4. Adapting to Change:
   Demonstrates resiliency. Maintains effectiveness when faced with changes in direction, priorities, schedules, and responsibilities.

5. Collegiality and Teamwork:
   Works collaboratively and respectfully within and across departments.

6. Communication:
   Communicates clearly, concisely, and respectfully in all interactions.

7. Quality of Work:
   Provides accurate complete products and services

8. People Management:
   Communicates with employees to set expectations, mentor, coach, support. Sets direction and leads team.

9. Planning and Strategic Vision:
   Develops plans to support business unit objectives.

Note: Competencies #8 & 9 are for administrators who supervise non-supervisory administrators and staff.
On the RED Form, there is space to enter the steps you have taken to enhance skills/knowledge and abilities during the past year. Identify the skill, the action to be taken and the results i.e., if the action was completed during the past year. **Provide this information to your supervisor so they can enter this information on your RED Form.**  

*Note:* Also, think of additional development opportunities to add to the RED Form for the next year.
For tips on how to write the self-assessment, click on the arrow labeled End of Performance Cycle.

In the box labeled Employee’s Self-Assessment, write how you met each objective. Where possible, provide data to support how well you met the objective. Also, address how well you met each one of St. John’s competencies.

**Important:** Prepare and save your self-assessment in a Word document before copying and pasting into the Formstack RED Form.
If you are finished with the self-assessment, click on **Submit Form** to submit the self-assessment to your supervisor.

You will receive confirmation that the form was submitted successfully.
Email Notification that RED Was Sent to Supervisor

Upon submission of your RED form to your supervisor, you will receive an email from the Office of Human Resources acknowledging completion of your form and informing you that your supervisor has the action to complete their section of the RED Form.
After your supervisor completes the ratings and supervisor’s summary and submits the form, Formstack sends you and your supervisor an email that the Supervisor submitted their ratings and narrative to you, their employee, and transmits a sample copy of the RED Form in PDF Format.
The sample copy has the **SAMPLE** watermark on the form.

Supervisors are required to schedule a meeting with their direct reports to discuss the RED Form.
After the one-on-one meeting is held, supervisor signs the employee’s RED Form, and the employee receives a workflow assignment requesting their signature on the RED.

The employee needs to access the **Formstack Workspace** by clicking on **Visit Workspace to Complete Task** to sign the employee’s RED Form.

Or, you can access the **Workspace** by clicking on the **Formstack** tile from the dashboard.
You may be asked to provide a two-factor authentication code in order to access the Formstack Workspace.

Click on **Send code**, **enter the code** and click on **Verify**.
Click on **Recognize Excellence and Development Workflow v4.2.1** from the Formstack Workspace.
Click on the Workflow # and email address that corresponds to your RED Form.
Before you can access the RED Form, you may be asked to accept Formstack’s Terms of Service.

1. Check the box that states, “You have read and agree to all of the above.”

2. Click on Proceed to your account
Logging into Formstack to Sign RED Form

While on the screen that displays your RED Form, click on Open Form to open-up the RED Form.

Notice the workflow is identifying the step as the employee signature.
Scroll through the RED Form until you arrive at the Employee Signature section.

**Note:** At this point you have the option to enter additional comments if you do not agree with the supervisor’s comments or wish to provide an additional explanation in response to supervisor’s comments.

**If you wish to add comments,**
1. Select **Yes** in response to the question that asks for additional comments
2. Enter comments in the text box
3. Enter **First Name, Last Name, Date of Employee Completion (Signature)**
4. Click on **Submit Form**.

**Result:** You will receive confirmation that the form was submitted.
If you have no additional comments to make, select **No** in response to the question that asks if you would like to include additional comments,

1. Enter **First Name**, **Last Name**, and **Date** when you complete the form.
2. Click on **Submit Form**.

**Result:** You will receive confirmation that the form was submitted.
After you sign and submit the RED Form, Formstack sends to both the supervisor and you, the employee, an email notifying you that the process has been completed and Formstack transmits a final copy of the RED to both you and your supervisor. We recommend that you download a copy of the PDF RED Form and maintain it for your records.
Formstack sends to both the supervisor and the employee a final copy of the RED. Copies are also sent to Human Resources and uploaded to Banner Xtender.
Accessing a Direct Reports’ RED Form
When a direct report submits a completed self-assessment, you will receive an email from the Office of Human Resources informing you that a RED Form has been submitted. You can click on the word **here** in the email to login into your Formstack account.

**Important:** Note the **Workflow ID#** that appears in the email (#6 in the illustration). You will need to select this number in the Formstack Workspace to open-up the employee’s RED Form. New this year, the employee’s email address will appear next to the Workflow # but not the employee’s name.
Logging into Formstack to Sign the RED Form

You may be asked to provide a two-factor authentication code in order to access the Formstack Workspace.

Click on **Send code**, **enter the code** and click on **Verify**.
Click on **Recognize Excellence and Development Workflow v4.2.1** from the Formstack Workspace.
Click on the **# of the assessment** associated with the direct report that completed the RED Form. **Note:** Click on **#6** since that is the number of the workflow that was contained in the email from HR. This year, the employee’s email address is associated with the workflow #.
Before you can access the employee’s RED Form, you may be asked to accept Formstack’s Terms of Service.

1. Check the box that states, “You have read and agree to all of the above.”

2. Click on Proceed to your account.
The RED Form for the direct report is displayed on the screen.
Click on **Open Form** (upper right of the screen).
View the direct report’s RED Form and scroll through the form to add your ratings and narrative. **Note:** The employee portion of the RED Form will appear grayed out. **You cannot edit what the employee entered.**

**ATTENTION: You Cannot Save This Form**

Please note that you cannot save your progress on this form. Once you leave or close the form, any unsaved information will be lost. We encourage you to write and save your entries in a separate Word Document until you are ready to submit this form.

Recognize Excellence and Development (RED) Employee Information
For instructions, click on an icon for the relevant stage of the performance cycle below to learn more.

Please complete all information below:

<table>
<thead>
<tr>
<th>Employee’s Name</th>
<th>Employee’s Title</th>
<th>St. John’s University Employee Email</th>
<th>Employee X-Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name</td>
<td>Last Name</td>
<td>Associate Director, Training &amp; Dev.</td>
<td><a href="mailto:csafulke@stjohns.edu">csafulke@stjohns.edu</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>School or Department</th>
<th>Periodic Check In Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources Training &amp; Develop</td>
<td></td>
</tr>
</tbody>
</table>
When a direct report submits a completed self-assessment, you will receive an email from Formstack notifying you that a RED Form has been assigned to you. However, in the email from Formstack, the name of the direct report does not appear. You can open the RED Form one of two ways: (1) Click on **Open Form** or (2) Click on **Visit Workspace to Complete Task**. The instructions on the following slides are for **Visit Workspace to Complete Task**, which is an easier way to access the form than the Open Form option.

**Note:** #6 in the red box indicates the number Formstack assigned to the direct report who completed the form. This number corresponds to the number of the assessment that has been assigned to you.
You may be asked to provide a two-factor authentication code in order to access the Formstack Workspace.

Click on **Send code**, enter the code and click on **Verify**.
Click on **Recognize Excellence and Development Workflow v4.2.1** from the Formstack Workspace.
Click on the **# of the assessment** associated with the direct report that completed the RED Form. **Note:** Click on #6 since that is the number of the workflow and request ID# that was contained in the email from Formstack. **Note:** New this year, the employee’s email address appears next to the Workflow # associated with their RED Form.
Before you can access the employee’s RED Form, you may be asked to accept Formstack’s **Terms of Service**.

1. Check the box that states, “You have read and agree to all of the above.”

2. Click on **Proceed to your account**.
The RED Form for the direct report is displayed on the screen. Click on **Open Form** (upper right of the screen).
View the direct report’s RED Form and scroll through the form to add your ratings and narrative. **Note:** The employee portion of the RED Form will appear grayed out. You cannot edit what the employee entered.
Completing the RED Form for a Direct Report
On the direct report’s RED Form, you will be asked to enter your personal information, that is, your

- first and last name,
- position title,
- email address (you will be asked to confirm your email address)
- XID number
- department (select from the drop-down menu)
- skip the periodic check-in date
- enter the date of the assessment, for the year-end assessment enter 05/31/yyyy.

Note: If you click on the images for the Beginning of Performance Cycle, End of Performance Cycle and Final Assessment, you will be brought to the instructions for each of those phases.
For each of your direct report’s objectives, enter the weighting of the objective and your rating on it. **Note:** The weighting must equal 100%.

**Reminder:** The system will automatically assign a rating based on the weight of the objective and the rating. In this example a rating of EP is assigned.

**Note:** If you click on the images for the *Beginning of Performance Cycle* and *Rating Descriptions*, you will be brought to the instructions for each of those phases.
Completing the Competency Section

For the competency section, you must identify if the direct report is an employee or supervisor. Why? There are different sets of competencies for employees and supervisors.

Note: Click on Employee Competencies for a description of each of the competencies.
Enter the rating for each competency. The system will automatically assign an overall rating for the competency section based on your rating on each competency.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide Timely and Excellent Service:</td>
<td>EP</td>
</tr>
<tr>
<td>2. Diversity and Inclusivity:</td>
<td>PW+</td>
</tr>
<tr>
<td>3. Shared Ownership/Accountability:</td>
<td>PW+</td>
</tr>
<tr>
<td>4. Adapting to Change:</td>
<td>PW</td>
</tr>
<tr>
<td>5. Collegiality and Teamwork:</td>
<td>PW</td>
</tr>
<tr>
<td>6. Communication:</td>
<td>PW+</td>
</tr>
<tr>
<td>7. Quality of Work:</td>
<td>PW+</td>
</tr>
</tbody>
</table>

**Overall Year-end Rating Scale: Competencies / St. John’s mission and values at work:**

PW+
The **Final Rating** for both the objective and competency sections is automatically calculated by Formstack.

### Overall Performance Rating: Year-End Assessment

<table>
<thead>
<tr>
<th>EP</th>
<th>Exceptional Performance (requires written supporting rationale)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PW+</td>
<td>Performs well in all aspects of the job; exceeds expectations in a few areas (requires written supporting rationale)</td>
</tr>
<tr>
<td>PW</td>
<td>Performs well in all aspects of the job</td>
</tr>
<tr>
<td>NI</td>
<td>Needs Improvement (requires written supporting rationale)</td>
</tr>
<tr>
<td>DNW</td>
<td>Does not meet expectations (requires written supporting rationale)</td>
</tr>
</tbody>
</table>

*Comments required for each rating except PW*

**Final Rating:**

PW+
Purpose: To provide employees with an opportunity for professional growth and to assist those who may be struggling with recommendations for ways to develop needed skills and knowledge.

Note: Click on the Professional Development icon to access a description of the Professional Development Plan and its purpose.
On the direct reports’ RED Form, enter if the employee completed their Professional Development Plan. Verify that the employee completed the actions within the time frame identified. Also, think of additional development opportunities to add to the employee’s RED Form for the next year.

**Note:** The employee will provide you with information on the development plan completed.
Supervisors must provide a narrative for any objective or competency rating other than a PW rating. Supervisors must justify a rating of EP, PW+, NI, DNM. However, it is recommended that supervisors address each objective and competency.

Note: Click on the Rating Descriptions for a description of the ratings and behavioral descriptors associated with each rating.

Supervisor’s Summary

Objective #1 – Design and Develop training – XXXX effectively designed and delivered several new training programs this past year on xxxx and yyyyy. Over 100 people were trained in the new programs. XXXX continues to deliver the programs in both the in-person and webinar formats. A total of xxxx number of people completed training.

Objective #2 – Training administration. XXXX Met the objective. They continue to effectively manage the training program.

Competencies

Timely and Excellent Service – XXXX excels at meeting deadlines and providing service to all staff members.
Upon completion of the Supervisor’s Summary, click **Submit Form**.

**Result:** You will receive confirmation that the form was submitted.
Formstack sends you and your direct report an email that the Supervisor submitted their ratings and narrative to the employee. Both receive a **sample** copy of the RED Form.
Sample copy of the RED Form contains the **SAMPLE** watermark. You are required to schedule a meeting with your direct report to discuss the RED Form.
After the supervisor submits the RED Form to the employee, Formstack sends to the supervisor an email notifying them that they have an additional workflow to complete (one-on-one meeting with employee). The workflow, in this case the Performance Review Meeting, will remain open until both the supervisor & employee sign the RED Form.
Notice that a Review Meeting has been assigned

After the meeting, the supervisor needs to access the Formstack Workspace by clicking on Visit Workspace to Complete Task to sign the employee’s RED Form.

Note: One can access the Workspace by clicking on the Formstack tile from the dashboard.

Log into Formstack and access the Workflow ID# (6) assigned to the direct report.
Logging into Formstack to Sign the RED Form

You may be asked to provide a two-factor authentication code in order to access the Formstack Workspace.

Click on **Send code**, **enter the code** and click on **Verify**.
Click on **Recognize Excellence and Development Workflow v4.2.1** from the Formstack Workspace.
Click on the # of the assessment associated with the direct report that completed the RED Form. **Note:** Click on #6 since that is the number of the workflow and request ID# that was contained in the email from Formstack.
The RED Form for the direct report is displayed on the screen. Click on **Open Form** (upper right of the screen).
Scroll through the employee’s RED Form until you come to the supervisor signature section.

Supervisor enters their **First Name**, **Last Name** and **Date** you are signing the form, if different from the date you conducted the meeting.

Click on **Submit Form**.

**Result:** You will receive confirmation that the form was submitted.
After the supervisor signs the employee’s RED Form, the employee receives a workflow assignment requesting their signature on the RED.

The employee needs to access the Formstack Workspace by clicking on Visit Workspace to Complete Task to sign the employee’s RED Form.

Note: Alternatively, one can access the Workspace by clicking on the Formstack tile from the dashboard.
After the employee receives the email that the supervisor signed the RED Form, the employee is asked to sign the form.

**Note:** At this point, the employee has the option to enter additional comments if they do not agree with the supervisor’s comments or wish to provide additional explanations in response to supervisor’s comments.

**If employee wishes to add comments,**
1. Select **Yes** in response to the question that asks for additional comments
2. Enter comments
3. Enter **First Name, Last Name, Date of Employee Completion (Signature)**
4. Click on **Submit Form**.
If the employee has no additional comments to make, select **No** in response to the question that asks if you would like to include additional comments,

1. Employee enters **First Name**, **Last Name**, and **Date** when employee signs the form.
2. Click on **Submit Form**.

**Result:** You will receive confirmation that the form was submitted.
After the employee signs and submits the RED Form, Formstack sends to both the supervisor and the employee an email notifying them that the process has been completed and transmits a final copy of the RED.
Final copies of the RED Form are also sent to Human Resources and uploaded to Banner Xtender.

Human Resources will upload the ratings into Banner, the supervisor does not need to enter ratings into UIS.
Thank you!

Please remember to complete the evaluations.

<table>
<thead>
<tr>
<th>HR Services Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>Karen Crowley</td>
</tr>
<tr>
<td>Marian Saia</td>
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</tbody>
</table>