

A photograph of a vast field of sunflowers under a dramatic, orange-hued sunset sky. The sunflowers are in full bloom, with bright yellow petals and dark brown centers. The sky is filled with soft, wispy clouds, and the overall atmosphere is warm and serene. The sunflowers stretch towards the horizon, where a few distant buildings are visible.

# Build & Sustain The Next-Generation Land-Grant Workforce

Human Resources  
Employee Relations & Engagement



# PARKING LOT

We anticipate excellent questions that will benefit  
#OneK-State



# Current State of Performance Management

○ Lacks consistency and institutional oversight.

○ Process not clearly defined or well understood.

○ Planning and evaluation not clearly aligned with K-State's goals.

○ Ratings are applied differently across the university.

○ Multiple performance instruments used across the university.



# Performance Management January 2025

All staff performance management process.

Clearly defined process through ongoing training, tools, and resources.

Forms clearly align with K-State's goals, mission, and values.

Performance levels apply to all staff across the university.

Unified performance planning and evaluation tools for all employees.

# Agenda

Introduce the  
Performance  
Management  
Lifecycle

Review Key  
Performance  
Components

Introduce the  
Standardized  
Performance Levels

Present  
Performance  
Management  
Forms

Steps in  
Performance  
Lifecycle

Provide Additional  
Resources

# Annual Performance Lifecycle



## Employee Performance Planning

January 1 through February 28



## Mid-Period Check-In

April 1 through June 30



## End-of-Year Performance Period Review

November 1 through January 31

# Key Performance Components



**Success In  
Accomplishing  
Core  
Responsibilities  
And Objectives**



**Modeling  
K-State's Values**



**Demonstrating K-  
State's Standards  
of Excellence**



**Achieving  
Professional  
Development  
Objectives**



# **Standardized Performance Levels**





Performance Level	Definition
<b>Distinguished Performance This Year</b>	Served as a role model this year by consistently and significantly going above and beyond what would be considered successful performance. Achieved successful performance in the core responsibilities of the position, accomplished objectives, and exemplified K-State's Values and Standards of Excellence.
<b>Successful Performance This Year</b>	Achieved successful performance in the core responsibilities of the position. Accomplished all or most position objectives and demonstrated K-State's values and standards of excellence.
<b>Variable Performance This Year</b>	Inconsistently met expectations for core responsibilities/objectives and/or demonstrating K-State's values and standards of excellence. Addressing identified performance gaps should increase success in fully meeting performance standards in the year ahead.
<b>Significant Performance Gaps This Year</b>	Overall performance fell well below K-State's standards this year. Addressing identified gaps in core responsibilities and/or demonstrating K-State's values and standards of excellence must be an urgent priority.



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## 6 Steps in the Performance Management Lifecycle



1 Performance Planning (January 1-February 28)



2 Ongoing Coaching & Feedback



3 Mid-Period Check-In (April 1-June 30)



4 Employee Self-Reflection (November 1- November 30)



5 Supervisor Assessment (November 1-January 31)



6 Supervisor and Employee Conversation (November 1-January 31)



## 1 Performance Planning





# Step 1: Performance Planning

January 1 – February 28

## Complete Employee Performance Plan

- ✓ Core Responsibilities/Objectives
- ✓ Professional Development Interests and Plans
- ✓ Demonstrating K-State's Standards of Excellence
- ✓ Modeling K-State Values
- ✓ Acknowledgement





<b>Employee Name:</b>	<b>Employee ID:</b>	<b>Position Title:</b>	<b>Planning Period:</b>

## Employee Performance Plan

The Employee Performance Plan serves as your performance roadmap for the established review period. It will be reviewed at the midpoint and more formally at the end of the review performance period. Employees and supervisors should work together to craft the employee performance plan.

### Core Responsibilities/Objectives

In addition to performing the position responsibilities, areas of focus will be identified for this performance period. Use this section to describe up to five key responsibilities or objectives for the year using the SMART framework that calls for describing plans in ways that are Specific, Measurable, Achievable, Realistic, and Time-based.

My Core Responsibilities/Objectives	
Responsibilities/Objectives	How Success Will Be Measured



### Professional Development Interests and Plans

Use this section to describe your interests in learning and growing your skillsets during this performance period. This may include special projects, training classes, obtaining a certification, etc.

<b>My Professional Development Interests This Year</b>

### Demonstrating K-State's Standards of Excellence

Review the behaviors associated with K-State's Standards of Excellence and acknowledge that you understand them.

Standards of Excellence
<b>Accountability:</b> Honors commitments and assumes responsibility for delivering results that are aligned with K-State's high standards.
<b>Adaptability:</b> Adjusts to situations and conditions that require changes in responsibilities, ways of working, or interacting.
<b>Commitment to Continuous Improvement:</b> Is receptive to feedback and looks for ways to do things more effectively or efficiently.
<b>Effective Communication:</b> Listens for understanding, communicates in a positive and respectful manner, and shares information with those who need to know it.
<b>Job Knowledge:</b> Demonstrates the knowledge and skill necessary to perform effectively, understands the expectations of the job, and stays current with new technologies, methods, and processes in area of responsibility.
<b>Judgment:</b> Makes wise choices and thoughtful decisions by collecting information and considering the implications of potential options.
<b>Service Orientation:</b> Delivers high-quality programs and/or services by listening well, demonstrating empathy, being responsive, and engaging in creative problem solving.
<b>Teamwork:</b> Creates a positive and productive work culture and supports the success of all members of the workgroup.
<b>Additional Workgroup-Specific Standards</b>
Use the space below to identify other established workgroup standards in your work unit that employees are expected to demonstrate, if they exist.



### Modeling K-State's Values

Review the behaviors associated with K-State's Values and acknowledge that you understand them.

K-State's Values
<b>Connection</b> Cultivates trust and builds relationships
<b>Courage</b> Does the right thing even when it is hard or unpopular
<b>Impact</b> Continually seeks to make K-State a stronger university
<b>Learner-Focused</b> Contributes to an exceptional experience for K-State's students and others who learn from the University's programs and services
<b>People-Centered</b> Champions a culture of belonging for all
<b>Stewardship</b> Uses K-State's resources wisely

### Acknowledgment

I am committed to the following during this review period:

- Performing the duties outlined in my position description.
- Working toward achieving the responsibilities and objectives outlined in my annual performance plan.
- Demonstrating K-State's Standards of Excellence in my daily work and interpersonal interactions.
- Modeling K-State's values.

Employee signature	Date

I am committed to serving as a guide and mentor in my role as supervisor. I will support this plan to the best of my ability, and I will provide honest feedback and encouragement throughout the review period.

Supervisor signature	Date





### Professional Development Interests and Plans

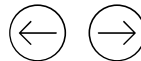
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My Professional Development Interests This Year

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### Acknowledgment

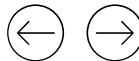
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<input type="text"/>	<input type="text"/>
Employee signature	Date

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<input type="text"/>	<input type="text"/>
Supervisor signature	Date





## **Step 1: Performance Planning** (January 1 – February 28) **SMART** Core Responsibilities/Objectives

**S**pecific: clearly define what you want to achieve

**M**easurable: establish criteria for tracking progress and determining when the goal is achieved.

**A**chievable: ensure the goal is realistic and feasible given available resources and constraints

**R**elevant: align with the university's mission and purpose

**T**ime-bound: set a deadline or timeframe for achieving the goal of accountability



# **Step 1: Performance Planning** (January 1 – February 28) **SMART** Core Responsibilities/Objectives

**Example:**

**“Offer excellent service experiences to students.”**





## **Step 1: Performance Planning** (January 1 – February 28) **SMART** Core Responsibilities/Objectives

### **SMART** Example:

**“Reduce the average wait time for in-person inquiries by 25% within the next 4 months by introducing a streamlined check-in process and increasing front desk staffing during peak hours.”**



# Step 1: Performance Planning

(January 1 – February 28)

My Professional Development Interests This Year



# Step 1: Performance Planning

(January 1 – February 28)

## Demonstrating K-State's Standards of Excellence

Accountability	Adaptability	Commitment to Continuous Improvement	Effective Communication
Job Knowledge	Judgement	Service Orientation	Teamwork



# Step 1: Performance Planning

(January 1 – February 28)

## Demonstrating K-State's Standards of Excellence

Accountability

Honors commitments and assumes responsibility for delivering results that are aligned with K-State's high standards.

Adaptability

Adjusts to situations and conditions that require changes in responsibilities, ways of working, or interacting.

Commitment to Continuous Improvement

Is receptive to feedback and looks for ways to do things more effectively or efficiently.

# Step 1: Performance Planning

(January 1 – February 28)

## Demonstrating K-State's Standards of Excellence

Effective  
Communication

Listens for understanding, communicates in a positive and respectful manner, and shares information with those who need to know it.

Job Knowledge

Demonstrates the knowledge and skill necessary to perform effectively, understands the expectations of the job, and stays current with new technologies, methods, and processes in area of responsibility.

Judgment

Makes wise choices and thoughtful decisions by collecting information and considering the implications of potential options.

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d looks  
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1 Performance Planning





# Step 1: Performance Planning

(January 1 – February 28)

## Demonstrating K-State's Standards of Excellence

Service  
Orientation

Delivers high-quality programs and/or services by listening well, demonstrating empathy, being responsive, and engaging in creative problem solving.

Teamwork

Creates a positive and productive work culture and supports the success of all members of the workgroup.



## **Step 1: Performance Planning** (January 1 – February 28) **Modeling K-State's Values**

### **Connection**

Cultivates trust and builds relationships

### **Courage**

Does the right thing even when it is hard or unpopular

### **Impact**

Continually seeks to make K-State a stronger university

### **Learner-Focused**

Contributes to an exceptional experience for K-State's students and others who learn from the University's programs and services

### **People-Centered**

Champions a culture of belonging for all

### **Stewardship**

Uses K-State's resources wisely



2 Ongoing Coaching & Feedback



## Step 2: Ongoing Coaching

*Complete Coaching Form(s) as needed*

- Describe the coaching session
- Review recent performance areas of strength and accomplishments
- Identify areas for development
- Establish specific skills or behaviors to focus on
- Develop an action plan
- Gain employee's input
- Schedule follow-up meetings or check-ins



## 3 Mid-Period Check-In





## Step 3: Mid-Period Check-In (April 1 – June 30)

### Complete Mid-Period Check-In

- ✓ Core Responsibilities/Objectives
- ✓ Professional Development Progress
- ✓ Demonstrating K-State's Standards of Excellence
- ✓ Modeling K-State Values
- ✓ Mid-Period Performance Summary
- ✓ Supervisor Comments







## Mid-Period Check-In

A Mid-Period Check-In is an opportunity to review progress to date and make adjustments to plans and performance.

### Core Responsibilities/Objectives

Referencing the core responsibilities/objectives established in the employee performance plan, comment on progress made to date and whether changes are required. Explain any changes in the comments below.

**Supervisor Comments**

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### Professional Development Progress

Review progress to date in pursuing the professional development plans established at the beginning of the performance period and document progress below.

**Supervisor Comments**

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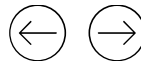
### Demonstrating K-State's Standards of Excellence

Review K-State's Standards of Excellence and note whether they are being demonstrated as expected. Refer to the definitions in the planning section of this document for context. If you check "No" please provide feedback on how to achieve this standard.

Standard	Yes	No	Standard	Yes	No	Standard	Yes	No
Accountability	<input type="checkbox"/>	<input type="checkbox"/>	Effective Communication	<input type="checkbox"/>	<input type="checkbox"/>	Service Orientation	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	Teamwork	<input type="checkbox"/>	<input type="checkbox"/>
Commitment to Continuous Improvement	<input type="checkbox"/>	<input type="checkbox"/>	Judgment	<input type="checkbox"/>	<input type="checkbox"/>	Other as established by work unit	<input type="checkbox"/>	<input type="checkbox"/>

**Supervisor Comments**

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# (April 1 – June 30)

### Modeling K-State's Values

Review K-State's Values and note whether they are being modeled as expected. Refer to the definitions in the planning section of this document for context. If you check "No" please provide feedback on how to achieve this value.

Value	Yes	No	Value	Yes	No	Value	Yes	No
Connection	<input type="checkbox"/>	<input type="checkbox"/>	Impact	<input type="checkbox"/>	<input type="checkbox"/>	People-Centered	<input type="checkbox"/>	<input type="checkbox"/>
Courage	<input type="checkbox"/>	<input type="checkbox"/>	Leamer-Focused	<input type="checkbox"/>	<input type="checkbox"/>	Stewardship	<input type="checkbox"/>	<input type="checkbox"/>

**Supervisor Comments**

---

### Mid-Period Performance Summary

	Yes	No
Performance of position responsibilities is aligned with expectations.	<input type="checkbox"/>	<input type="checkbox"/>
Progress towards core responsibilities/objectives is aligned with expectations.	<input type="checkbox"/>	<input type="checkbox"/>
All values are consistently demonstrated in line with expectations.	<input type="checkbox"/>	<input type="checkbox"/>
All standards are consistently demonstrated in line with expectations.	<input type="checkbox"/>	<input type="checkbox"/>

**Supervisor Comments**

---

### Acknowledgment

This mid-year check-in was completed through a collaborative dialogue between the supervisor and the employee.

Supervisor signature \_\_\_\_\_ Date \_\_\_\_\_  
 I acknowledge the feedback above.  
 Employee signature \_\_\_\_\_ Date \_\_\_\_\_

**Employee Comments**

---





# 3 Mid-Period Check-In

## Modeling K-State's Values

Review K-State's Values and note whether they are being modeled as expected. Refer to the definitions in the planning section of this document for context. If you check "No" please provide feedback on how to achieve this value.

Value	Yes	No	Value	Yes	No	Value	Yes	No
Connection	<input type="checkbox"/>	<input type="checkbox"/>	Impact	<input type="checkbox"/>	<input type="checkbox"/>	People-Centered	<input type="checkbox"/>	<input type="checkbox"/>
Courage	<input type="checkbox"/>	<input type="checkbox"/>	Learner-Focused	<input type="checkbox"/>	<input type="checkbox"/>	Stewardship	<input type="checkbox"/>	<input type="checkbox"/>

**Supervisor Comments**

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## Mid-Period Performance Summary

	Yes	No
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All standards are consistently demonstrated in line with expectations.	<input type="checkbox"/>	<input type="checkbox"/>

**Supervisor Comments**

---



# (April 1 – June 30)

## Acknowledgment

This mid-year check-in was completed through a collaborative dialogue between the supervisor and the employee.

Supervisor signature \_\_\_\_\_ Date \_\_\_\_\_

I acknowledge the feedback above. \_\_\_\_\_

Employee signature \_\_\_\_\_ Date \_\_\_\_\_

**Employee Comments**

---





## 3 Mid-Period Check-In

### Acknowledgment

This mid-year check-in was completed through a collaborative dialogue between the supervisor and the employee.

\_\_\_\_\_  
Supervisor signature

\_\_\_\_\_  
Date

I acknowledge the feedback above.

\_\_\_\_\_  
Employee signature

\_\_\_\_\_  
Date

### Employee Comments

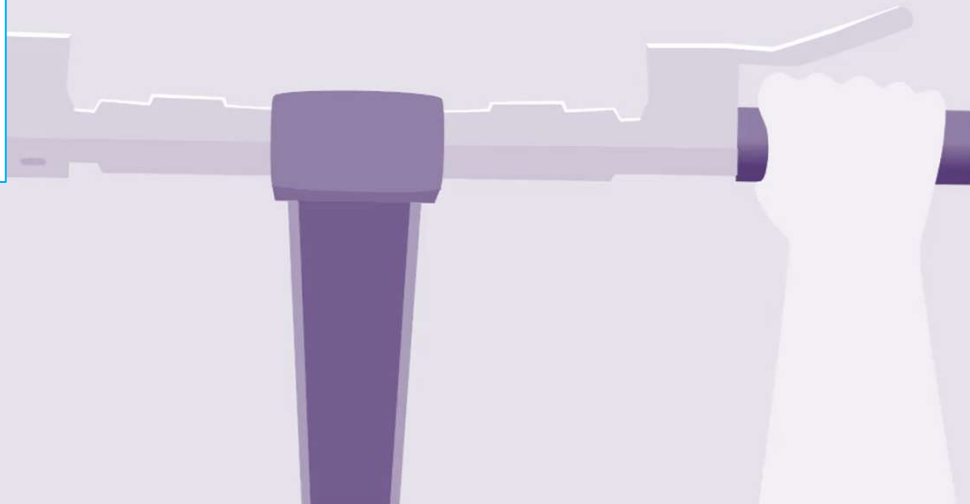
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(April 1 – June 30)





## 4 Employee Self-Reflection





# Step 4: Employee Self-Reflection (November 1- November 30)



## Employee Completes Self-Reflection

- ✓ Reflections on the Performance during the Review Period
- ✓ Document achievements
- ✓ Notes barriers that limit effectiveness or success
- ✓ Comments on professional development efforts
- ✓ Comments on the degree to which K-State's Values and Standards of Excellence were demonstrated while performing the role

# 4 Employee Self-Reflection



## Employee Self-Reflection

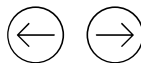
The Employee Self-Reflection provides an opportunity for you to summarize your performance over the review period. It is designed to ensure that your supervisor is aware of what you achieved over the review period and to document the resources and support you need to be successful. Please complete each section and submit this form to your supervisor as requested.

Name	Employee ID	Position Title	Planning Period

### Core Responsibilities and Objectives

At the beginning of the performance period, you worked with your supervisor to establish areas of focus for the year. Use this section to share your accomplishments and to note any barriers that made it difficult to make progress.

My Core Responsibilities and Objectives	
Responsibilities/Objectives	Accomplishments and Barriers
1. Responsibility/Objective:	
2. Responsibility/Objective:	
3. Responsibility/Objective:	
4. Responsibility/Objective:	
5. Responsibility/Objective:	



# November 1-November 30

### Professional Development

You and your supervisor may have established a set of learning and professional development plans for the performance period. Use this section to share your accomplishments and to note any barriers that made it difficult to make progress.

My Professional Development Accomplishments

### Modeling K-State's Values

Review K-State's Values and examples of how to model these values. In the space below provide up to three examples of how you have modeled one or more of these values.

K-State's Values
<b>Connection:</b> Cultivates trust and builds relationships.
<b>Courage:</b> Does the right thing even when it is hard or unpopular.
<b>Impact:</b> Continually seeks to make K-State a stronger university.
<b>Learner-Focused:</b> Contributes to an exceptional experience for K-State's Students and others who learn from the University's programs and services.
<b>People-Centered:</b> Champions a culture of belonging for all.
<b>Stewardship:</b> Uses K-State's resources wisely.

3 Examples of How You Modeled K-State's Values
1.
2.
3.



### Demonstrating Standards of Excellence

Review the following Standards of Excellence and note how often you demonstrated each standard. In the space below provide a couple of examples of how you demonstrated these standards.

Standard of Excellence	I consistently demonstrated	I inconsistently demonstrated	I am not sure how to answer
<b>Accountability:</b> Honors commitments and assumes responsibility for delivering results that are aligned with K-State's high standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Adaptability:</b> Adjusts to situations and conditions that require changes in responsibilities, ways of working or interacting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Commitment to Continuous Improvement:</b> Is receptive to feedback and looks for ways to do things more effectively or efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Effective Communication:</b> Listens for understanding, communicates in a positive and respectful manner and shares information with those who need to know it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Job Knowledge:</b> Demonstrates the knowledge and skill necessary to perform effectively, understands the expectations of the job and stays current with new technologies, methods and processes in area of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Judgment:</b> Makes wise choices and thoughtful decisions by collecting information and considering the implications of potential options.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Service Orientation:</b> Delivers high-quality programs and/or services by listening well, demonstrating empathy, being responsive and engaging in creative problem solving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teamwork:</b> Creates a positive and productive work culture and supports the success of all members of the workgroup.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other as established by work unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Examples of How You Demonstrated K-State's Standards



# 4 Employee Self-Reflection



## Professional Development

You and your supervisor may have established a set of learning and professional development plans for the performance period. Use this section to share your accomplishments and to note any barriers that made it difficult to make progress.

### My Professional Development Accomplishments

## Modeling K-State's Values

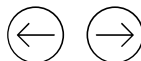
Review K-State's Values and examples of how to model these values. In the space below provide up to three examples of how you have modeled one or more of these values.

### K-State's Values

- Connection:** Cultivates trust and builds relationships
- Courage:** Does the right thing even when it is hard or unpopular
- Impact:** Continually seeks to make K-State a stronger university
- Learner-Focused:** Contributes to an exceptional experience for K-State's Students and others who learn from the University's programs and services
- People-Centered:** Champions a culture of belonging for all
- Stewardship:** Uses K-State's resources wisely

### 3 Examples of How You Modeled K-State's Values

- 1.
- 2.
- 3.



# November 1-November 30

## Demonstrating Standards of Excellence

Review the following Standards of Excellence and note how often you demonstrated each standard. In the space below provide a couple of examples of how you demonstrated these standards.

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<b>Commitment to Continuous Improvement:</b> Is receptive to feedback and looks for ways to do things more effectively or efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Effective Communication:</b> Listens for understanding, communicates in a positive and respectful manner and shares information with those who need to know it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Job Knowledge:</b> Demonstrates the knowledge and skill necessary to perform effectively, understands the expectations of the job and stays current with new technologies, methods and processes in area of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Judgment:</b> Makes wise choices and thoughtful decisions by collecting information and considering the implications of potential options.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Service Orientation:</b> Delivers high-quality programs and/or services by listening well, demonstrating empathy, being responsive and engaging in creative problem solving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teamwork:</b> Creates a positive and productive work culture and supports the success of all members of the workgroup.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Other as established by work unit:</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Examples of How You Demonstrated K-State's Standards



## Summary Comments for This Review Period

Use the space below to provide any additional comments about your performance during the review period.

### Summary Comments

## Acknowledgment

Employee signature

Date



# 4 Employee Self-Reflection

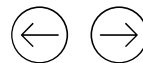


## Demonstrating Standards of Excellence

Review the following Standards of Excellence and note how often you demonstrated each standard. In the space below provide a couple of examples of how you demonstrated these standards.

Standard of Excellence	I consistently demonstrated	I inconsistently demonstrated	I am not sure how to answer
<b>Accountability:</b> Honors commitments and assumes responsibility for delivering results that are aligned with K-State's high standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Adaptability:</b> Adjusts to situations and conditions that require changes in responsibilities, ways of working or interacting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Commitment to Continuous Improvement:</b> Is receptive to feedback and looks for ways to do things more effectively or efficiently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Effective Communication:</b> Listens for understanding, communicates in a positive and respectful manner and shares information with those who need to know it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Job Knowledge:</b> Demonstrates the knowledge and skill necessary to perform effectively, understands the expectations of the job and stays current with new technologies, methods and processes in area of responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Judgment:</b> Makes wise choices and thoughtful decisions by collecting information and considering the implications of potential options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Service Orientation:</b> Delivers high-quality programs and/or services by listening well, demonstrating empathy, being responsive and engaging in creative problem solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Teamwork:</b> Creates a positive and productive work culture and supports the success of all members of the workgroup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other as established by work unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Examples of How You Demonstrated K-State's Standards



# November 1-November 30

### Summary Comments for This Review Period

Use the space below to provide any additional comments about your performance during the review period.

Summary Comments

### Acknowledgment

Employee signature

Date



# 4 Employee Self-Reflection



## Summary Comments for This Review Period

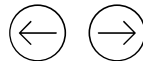
Use the space below to provide any additional comments about your performance during the review period.

Summary Comments

## Acknowledgment

Employee signature  Date

# November 1-November 30





## 5 Supervisor Assessment





## **Step 5: The End-of-Year Review Assessment** (November 1-January 31<sup>st</sup>)

### **Supervisor Completes Performance Period Review**

- ✓ Core Responsibilities/Objectives
- ✓ Achieving Professional Development Objectives
- ✓ Modeling K-State's Values
- ✓ Demonstrating K-State's Standards of Excellence
- ✓ Performance Level (4-Level Scale)
- ✓ Summary Comments
- ✓ Employee Acknowledgment





## Performance Period Review

The performance period review process summarizes performance for the review period and recognizes contributions that supported the University's success.

### Performance Indicators

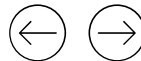
Overall performance is determined by reviewing:

- Employee's success in performing the position responsibilities
- Employee's success in achieving core responsibilities/objectives
- How K-State's Values were modeled
- How K-State's Standards of Excellence were demonstrated

### Performance levels

K-State has established four performance levels:

Distinguished Performance	Successful Performance	Variable Performance	Significant Performance Gaps
Served as a role model this year by consistently and significantly going above and beyond what would be considered successful performance. Achieved successful performance in the core responsibilities of the position, accomplished objectives, and exemplified K-State's values and standards of excellence.	Achieved successful performance in the core responsibilities of the position. Accomplished all or most position objectives and demonstrated K-values and standards of excellence.	Inconsistently met expectations for core responsibilities/objectives and/or demonstrating K-State's values and standards of excellence. Addressing identified performance gaps should increase success in fully meeting performance standards in the year ahead.	Overall performance fell well below K-State's standards this year. Addressing identified gaps in core responsibilities and/or demonstrating K-State's values and standards of excellence must be an urgent priority.



# (November 1-January 31<sup>st</sup>)

### Core Responsibilities/Objectives

Use this section to review progress and accomplishments toward the established core responsibilities/objectives during this review period. Also note any barriers that made it difficult to make progress.

Summary Supervisor Comments

### Professional Development Accomplishments

If a set of learning and professional development plans were established for this review period, use this section to note accomplishments and any barriers that made it difficult to make progress.

Summary Supervisor Comments

### Modeling K-State's Values

Use this section to summarize how K-State's Values were modeled during the review period. Refer to definitions in planning section of this document as needed. For any values lower than 'consistently modeled,' please provide the reason for the rating and ideas for improvement.

Value	Exemplified this Value	Consistently Modeled	Inconsistently Modeled	Seldom Modeled
Connection				
Courage				
Impact				
Learner-Focused				
People-Centered				
Stewardship				

Summary Supervisor Comments



### Demonstrating Standards of Excellence

Use this section to summarize how K-State's Standards of Excellence were demonstrated during the review period. Refer to definitions in planning section of this document as needed. For any standards rated lower than 'successful demonstration' please provide the reason for the rating and ideas for improvement.

Value	Distinguished Demonstration	Successful Demonstration	Variable Demonstration	Significant Gaps in This Area
Accountability				
Adaptability				
Commitment to Continuous Improvement				
Effective Communication				
Job Knowledge				
Judgment				
Service Orientation				
Teamwork				
Other as established by work unit				

Summary Supervisor Comments

### Performance Summary for This Review Period

Taking into account all aspects of the employee's work, as documented in this performance plan and review, indicate a performance level for this review period, based on the levels and definitions above.

Distinguished Performance	Successful Performance	Variable Performance	Significant Performance Gaps

Performance Level for This Review Period:

Use this section to contribute and

**Acknowledged**  
This final review was the employee.

Supervisor signature

The next level manager and feedback

Reviewer signature

I have read this review

Employee signature





### Core Responsibilities/Objectives

Use this section to review progress and accomplishments toward the established core responsibilities/objectives during this review period. Also note any barriers that made it difficult to make progress.

**Summary Supervisor Comments**

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### Professional Development Accomplishments

If a set of learning and professional development plans were established for this review period, use this section to note accomplishments and any barriers that made it difficult to make progress.

**Summary Supervisor Comments**

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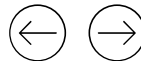
### Modeling K-State's Values

Use this section to summarize how K-State's Values were modeled during the review period. Refer to definitions in planning section of this document as needed. For any values lower than "consistently modeled," please provide the reason for the rating and ideas for improvement.

Value	Exemplified this Value	Consistently Modeled	Inconsistently Modeled	Seldom Modeled
Connection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learner-Focused	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People-Centered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stewardship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Summary Supervisor Comments**

---



# (November 1-January 31<sup>st</sup>)

### Demonstrating Standards of Excellence

Use this section to summarize how K-State's Standards of Excellence were demonstrated during the review period. Refer to definitions in planning section of this document as needed. For any standards rated lower than "successful demonstration," please provide the reason for the rating and ideas for improvement.

Value	Distinguished Demonstration	Successful Demonstration	Variable Demonstration	Significant Gaps in This Area
Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commitment to Continuous Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other as established by work unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Summary Supervisor Comments**

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### Performance Summary for This Review Period

Taking into account all aspects of the employee's work, as documented in this performance plan and review, indicate a performance level for this review period, based on the levels and definitions above.

Distinguished Performance	Successful Performance	Variable Performance	Significant Performance Gaps
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Performance Level for This Review Period:

---



**Summary Supervisor Comments**

Use this section to provide additional comments on overall performance, acknowledge key contributions and describe areas for further development.

---

### Acknowledgment

This final review was completed through a collaborative dialogue between the supervisor and the employee.

Supervisor signature \_\_\_\_\_ Date \_\_\_\_\_

The next level manager has reviewed this document and does not have concerns about the content and feedback.

Reviewer signature \_\_\_\_\_ Date \_\_\_\_\_

I have read this review document.

Employee signature \_\_\_\_\_ Date \_\_\_\_\_

**Employee Comments**

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## Demonstrating Standards of Excellence

Use this section to summarize how K-State's Standards of Excellence were demonstrated during the review period. Refer to definitions in planning section of this document as needed. For any standards rated lower than "successful demonstration" please provide the reason for the rating and ideas for improvement.

Value	Distinguished Demonstration	Successful Demonstration	Variable Demonstration	Significant Gaps in This Area
Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commitment to Continuous Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other as established by work unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

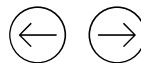
**Summary Supervisor Comments**

## Performance Summary for This Review Period

Taking into account all aspects of the employee's work, as documented in this performance plan and review, indicate a performance level for this review period, based on the levels and definitions above.

Distinguished Performance	Successful Performance	Variable Performance	Significant Performance Gaps
---------------------------	------------------------	----------------------	------------------------------

**Performance Level for This Review Period:**



# (November 1-January 31<sup>st</sup>)

**Summary Supervisor Comments**

Use this section to provide additional comments on overall performance, acknowledge key contributions and describe areas for further development.

### Acknowledgment

This final review was completed through a collaborative dialogue between the supervisor and the employee.

Supervisor signature \_\_\_\_\_ Date \_\_\_\_\_

The next level manager has reviewed this document and does not have concerns about the content and feedback.

Reviewer signature \_\_\_\_\_ Date \_\_\_\_\_

I have read this review document.

Employee signature \_\_\_\_\_ Date \_\_\_\_\_

**Employee Comments**



# 5 Supervisor Assessment



**Summary Supervisor Comments**

Use this section to provide additional comments on overall performance, acknowledge key contributions and describe areas for further development.

### Acknowledgment

This final review was completed through a collaborative dialogue between the supervisor and the employee.

Supervisor signature Date

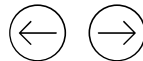
The next level manager has reviewed this document and does not have concerns about the content and feedback.

Reviewer signature Date

I have read this review document.

Employee signature Date


**Employee Comments**



(November 1-January 31<sup>st</sup>)





 6 Supervisor and Employee Conversation



## **Step 6: The End-of-the-Year Conversation (November 1- January 31)**

**After** the performance review period document is complete and approved by the reviewer, the supervisor and employee meet to:

- ✓ Review the supervisor's assessment
- ✓ Address barriers/challenges that may be limiting effectiveness
- ✓ Begin planning for the year ahead

# *Signatures* are important

- Employee Performance Plan
- Coaching Form(s)
- Mid-Period Check-In
- Employee Self-Reflection
- End-of-Year Review



# Performance Management Website:

- Performance lifecycle and important dates
- Micro learning breaking down each phase (*coming soon*)
- Supplemental forms







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