Business Manager Meeting

Minutes of the Meeting of January 13, 2011

Meeting minutes of the Saint Louis University Business Managers held at 9:00 a.m. on Thursday, January 13, 2011 in room 251 of the Busch Student Center (BSC).

Business & Finance Staff Present:

Bruce Andres       Karen Medeiros  
Mary Drexl          Jessie Patane     
Mindy Fenton        Janet Strader    
Sharon Gajewski     Jaqui Tague      
Peter Galazka       Josh Walters     
David Grabe         Mike Werner      
David Heimburger    Lisa Zoia

Number of Business Managers Present: 72
Number of Guests: 11
Number of Business and Finance Representatives Present: 14

David Heimburger welcomed everyone to the meeting and went over the agenda.

Introduction of David Grabe:

- Director of Financial Planning and Budget
- 977-2991, dgrabe@slu.edu

Discussion of Future Business Manager’s Meetings:

- Contact David Heimburger with suggestions and ideas for the meetings going forward.

Mindy Fenton (Treasury Analyst) – Cash Handling Initiative (the presentation given can be found following the minutes):

- The Initiative is supported by the President and Board of Trustees
- The purpose of the initiative is to “identify revenue generating and cash collection points throughout the University and review and evaluate current billing, receiving and cash handling processes”
- This will be done in two phases:
  - Phase I:
    - A survey will be distributed to identify all revenue generating areas of the University
    - An audit program will be enacted and surprise audits will be performed
    - A cash handling training program will be enacted.
Phase II:
- Processes will be reviewed and surveys will be evaluated
- A solution will be developed
- Surprise audits will continue
- There will continue monitoring of deposits

Internal Control Concepts (Jack McGowan):
- These are tools used to detect errors or irregularities and will be used to ensure compliance with laws and University Policy
- Will also deter fraud
- Review of the Fraud Triangle and ways to strengthen internal controls (please see attached for specific information)

Cash Handling (Joann Grant):
- What it is
- What forms of cash the University has
- Current Policy
  - All checks should be stamped with a restrictive stamp, which will be provided by the Cashier’s Office for all departments needing one
  - Timeliness of deposits
  - Bundling policy
  - Credit Cards
    - The University is PCI compliant and it is crucial that all policies are followed to ensure that the University remains compliant.
    - Review of procedures for completing web deposits and/or deposit of funds forms
    - Need to be sure that all cash transactions are “properly managed and accounted for properly.”

Questions:
- Definition of a stale-dated check?
  - A check that is older than 6 months

John Hostler (Director, Development Services) – Gift Acceptance Policy (the handout provided in the meeting can be found following the minutes):
- **NO** gifts can bypass University Advancement because Advancement has to receipt the payments
- Definition of a charitable contribution
  - “A charitable contribution is a donation or gift to, or for the use of, a qualified [nonprofit] organization. It is voluntary and is made without getting, or expecting to get, anything of equal value.”
- The gift acceptance policy can be found at [http://www.slu.edu/x862.xml](http://www.slu.edu/x862.xml)
- All donations need to be given to University Advancement within two business days of them being received.
  - They should be accompanied by a gift information form, which can be found online ([http://www.slu.edu/x862.xml](http://www.slu.edu/x862.xml)) as well as attached to this packet.
If there are any questions regarding the Gift Acceptance Policy, you may contact:
  o Gift Delivery
    ▪ Please deliver all gifts by hand or lockbag to: Gift Processing, DuBourg Hall, Room 319
  o Gift Acceptance and Fundraising Approval
    ▪ Sheila Manion, AVP - Development (x2306)
  o General Gift Processing Questions
    ▪ Tom Vincent, Manager - Gift Processing & Records (x3452)

Questions:
  o It is stated in the handout that “Gifts-in-kind with a total value of less than $100, and for which the donor has no discernable expectation of a tax receipt, need not be processed through University Advancement. The department or program accepting a GIK meeting these criteria may acknowledge the gift, but no further processing or tax receipt is required.” Can gifts-in-kind under $100 still be processed through University Advancement?
    ▪ Yes, and a thank you will be sent. If these are not processed through University Advancement, the department is responsible for thanking the donor.
  o Can University Advancement assist in valuing gifts?
    ▪ Yes.

Ken Fleischmann (VP for Human Resources)/Patty Haberberger (Assistant Vice President for Human Resources) – Performance Management Tool (the presentation given can be found following the minutes):
  • Discussion of the FY12 Budget
    o Approximately 85% of the new spending is to fund new programs and the staff needed to make them successful
    o Affirmative Action Program – funding was not approved, however, it is still an important issue
      ▪ The SLU Temp Pool will be eliminated
        • If you have someone you like and you want them to stay, you will have to hire them
        • Financial Planning and Budget will do a one-time budget revision to move money from an operating fund if necessary
        • Preferred temporary employee vendors will be established
  • Salary Planner Guidelines
    o Schedule
    o New Performance Management Tool
      ▪ Provides guidelines to assist supervisors in evaluating core performance values, and establishing business goals and individual development plans
      ▪ As a general rule, all departments should be using this tool. There will be some exceptions made, however, such exceptions will need to be approved by Ken Fleischmann.
      ▪ All forms, guidelines, a tutorial, etc. can be found on the Human Resources website
Human Resources is in the process of linking the new tool to Salary Planner so that the comments will directly feed. This process, however, will not be available for the upcoming evaluations so, for now, comments will still have to be entered into Salary Planner separately.

- Please make sure that all comments entered into salary planner are consistent with the comments on the overall assessment section of the Performance Management Tool.

There will be 9, 1-hour sessions in Human Resources for help with the tool over the next three weeks.

- The dates and times will be disclosed in NewsLink.

The time period being evaluated is January 1-December 31, 2010.

- This will require some adjustments in some areas in this, the initial year, and Human Resources will be flexible with those adjustments.
Cash Handling Initiative

January 13th, 2011
Cash Handling Initiative Team

Mindy Fenton
• Treasury Analyst, Treasury and Investments

Elizabeth Winchester
• Director of University Audit Services

Jack McGowan
• Senior Auditor, University Audit Services

Joann Grant
• Cashier Services Supervisor, Treasury and Investments
Cash Handling Initiative Overview

- Cash Handling Initiative
- Internal Control Concepts
- Policies and Procedures
What is the Cash Handling Initiative?

- Initiative to identify revenue generating and cash collection points throughout the University and review and evaluate current billing, receiving and cash handling processes.
- In FY10, $199m deposited and processed through Cashiers with a transaction count of 37,708.
- Over 200 Departments deposits through the Cashier’s Office.
What is the Cash Handling Initiative?

• Analyze and understand all departmental business practices.

• Evaluate current business processes University wide and determine the requirements for centralized or decentralized billing, receiving and cash handling.
Cash Handling Initiative Plan

Phase I

• Distribution of survey to areas of the University who bill for or receive revenue and submit cash to the Cashier’s Office.

• Compile and analyze survey results to determine current cash handling, billing and receiving processes.

• Develop an audit program and perform surprise billing and cash audits throughout the University.

• Implement a Cash Handling Training Program for those employees of the University handling cash.
Cash Handling Initiative Plan

Phase II

• Review and discuss business processes with Business Managers to evaluate a centralized or decentralized process for the University as a whole.

• Develop and implement a solution for billing, receiving and cash handling processes throughout the University.

• Continue surprise billing and cash audits throughout the University.

• Monitor and report cash depositing trends and compliance.
What are Internal Controls for Cash Handling?

- Tools to detect errors or irregularities.
- Ensure proper compliance with applicable laws.
- Ensure compliance with University Policy.
- Help with the reliability of financial reports.
- Help deter fraud.
What Are the Risks?

• Loss of Resources from the University
• Improper or Unreliable Financial Reports
• Insufficient Documentation or Lack of Audit Trail
Why Does Fraud Occur?

THE FRAUD TRIANGLE

- Perceived Pressure
- Rationalisation
- Opportunity
How Can Cash Internal Controls Be Strengthened in Your Department?

- Ensure Proper Segregation of Duties
- Different Employee Responsible For:
  - Recording of the Charges/Billing
  - Receiving the Cash and Preparing the Deposit
  - Reconciliation of the Billed Charges
  - Management Oversight
### Segregation of Duties - Example

<table>
<thead>
<tr>
<th>Biller</th>
<th>Secretary/Administrative Assistant</th>
<th>Business Manager</th>
<th>Department Director/Reviewer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Biller records revenue in the proper period and mails the invoice to the client.</td>
<td>Administrative Assistant opens the mail, endorses checks, and makes copy of the checks and creates a check and cash log. They then take the deposit to the Cashier’s Office. The Cash log and check copies are sent to the Business Manager.</td>
<td>Business manager then reconciles cash deposit with amounts billed and recorded in Banner.</td>
</tr>
</tbody>
</table>
What is Cash Handling?

• Any legal tender accepted as payment for goods or services
• The management of cash transactions
• Includes receipt, verification, recording, safekeeping and depositing of cash
What’s Included in Cash Handling?

- Coin
- Currency
- Checks/Travelers
- Checks
- Money Orders
- Credit Card Transactions

Saint Louis University
Policies and Procedures

- Verification of cash/checks
  - Ensure checks are payable to Saint Louis University
  - Verify the written amount on check agrees with the numerical amount
  - Do not accept stale dated or post dated checks
  - All checks should be restrictively endorsed immediately upon receipt
  - Record the receipt number on the top right corner of check
Policies and Procedures (cont.)

- **Timeliness of deposits**
  - Deposit over $50 should be made within 24 hours of receipt
  - Minimum weekly deposits to the Cashier’s

- **Deposit Documentation**
  - Receipt (Web deposit or DOF form) attached to cash/checks/credit card batch receipts
  - Calculator tape totaling checks deposited
Policies and Procedures (cont.)

- Large cash/currency deposits
  - Bundle every 25 bills of the same denomination with a rubber band.
    
    25 bills $1.00 = $25.00
    25 bills $5.00 = $125.00
    25 bills $10.00 = $250.00
    25 bills $20.00 = $500.00

- Roll coins in correct denomination wrappers
Policies and Procedures (cont.)

• Credit Card Transactions
  ➢ Attach the closed summary report to the receipt
  ➢ Separate Credit Card types on the receipt
  ➢ Do not send individual cardholder receipts with the receipt
Credit Card Security

• Credit Card Statement of Understanding must be completed by all employees processing credit cards

• All employees share responsibility for safeguarding credit card information

• Compliance is crucial to the University’s ability to accept credit cards as a method of payment
Safekeeping and Transporting Cash

• All cash should be secured at all times and kept in locked storage with limited access
• Any cash deposits over $50 should be submitted to the Cashier’s for deposit within 24 hours
• Do not send deposits to the Cashier’s Office through interoffice mail
• Use locking bags to secure large deposits
• Request a Public Safety escort to deliver large deposits
Completing Receipts
Web Deposit or DOF

- Indicate the purpose of the deposit in the description section
- Receipts must be deposited in appropriate Banner Fund using the correct income or expense account codes.
- Cash and checks may be combined on one deposit.
- Prepare a separate receipt for credit card transactions.
Completing Receipts
Web Deposit or DOF form (cont.)

• Revenues must be recorded in the fiscal year during which services are provided.

• At fiscal year end, indicate the appropriate FY to credit.

• Deposit unidentified payments to suspended cash receipts.

• Verification of deposits made by reviewing screens in Banner.

• Report any discrepancies to the Cashier’s Office.
Summary

• Follow all University cash handling policies and procedures

• Establish an effective internal control system

• Ensure that all staff are properly trained to handle receipts of cash, checks and credit cards

• Understand and review department’s cash handling process focusing on timeliness, accuracy and segregation of duties

• Complete and return surveys by January 28th, 2011.
Questions?
Treasurer’s Office Contacts

Joann Grant 314-977-2399
Mindy Fenton 314-977-2466

University Audit Services Contacts

Elizabeth Winchester 314-977-2354
Jack McGowen 314-977-2475
Gift Processing FAQ for SLU Business Managers

What is a Gift?

A gift is any charitable contribution characterized as fully or partially tax deductible under guidelines enumerated in IRS Publication 526, “Charitable Contributions.” Specifically:

“A charitable contribution is a donation or gift to, or for the use of, a qualified [nonprofit] organization. It is voluntary and is made without getting, or expecting to get, anything of equal value.”

For administrative purposes, this definition covers contributions and formal pledges of cash, cash equivalents, securities, real estate, planned gifts (charitable lead trusts, remainder trusts, annuities, life insurance, etc.), promissory notes, assignment of promissory notes, partnership interests, tangible personal property, and other gifts-in-kind such as equipment and supplies. To the extent that payments for event tickets, auction items, and sponsorships exceed the fair market value of goods and services provided in return, these transactions may also be considered charitable contributions.

Gift Acceptance

Gift acceptance on behalf of Saint Louis University is governed by SLU’s Gift Acceptance Policy. This policy can be found online at http://www.slu.edu/x862.xml.

Generally, the University’s Vice President for Advancement or Gift Acceptance Committee (GAC) must approve acceptance of non-cash gifts valued at $5,000 or more, motor vehicles, boats, and any items that subject the University to burdensome or unusual restrictions, material or personal liability, significant maintenance or storage costs, additional insurance costs, or indebtedness. The Director of Planned Giving must approve acceptance of all planned gifts.

Gifts of cash and cash equivalents may generally be accepted without University Advancement approval by individuals authorized at the department level. However, any donor-imposed restrictions must either align with an existing SLU gift fund or be cleared through University Advancement.

Gift Processing Authority

SLU’s Development Services Office is responsible for recording, depositing, acknowledging, and issuing official tax receipts for all gifts to the University. To ensure proper stewardship, contemporaneous receipting, and accurate internal reporting, Development Services must be notified as early as possible of all incoming gifts – generally within two business days. It is essential that any supporting documentation (see “Payment Processing”) be forwarded to Development Services within this timeframe.

University Advancement’s Gift Processing unit is the only SLU department authorized to issue tax receipts.

NOTE: Gifts-in-kind with a total value of less than $100, and for which the donor has no discernable expectation of a tax receipt, need not be processed through University Advancement. The department or
program accepting a GIK meeting these criteria may acknowledge the gift, but no further processing or tax receipt is required.

Payment Processing

Checks should be made payable to Saint Louis University, with the intended purpose clearly indicated on a donor-signed form, letter, or the check’s memo line.

It is essential that any donor correspondence, gift/pledge forms, certificates, and other gift-related documentation (including the postmarked envelopes in which contributions arrive) be forwarded to Development Services within two business days. Documentation should include the donor’s full name, mailing address, and – preferably – phone and email address.

Gifts should be accompanied by University Advancement’s official Gift Information Form, located online at http://www.slu.edu/x862.xml.

Accounting (Gift Funds)

Charitable contributions must generally be deposited to University funds created specifically for gift revenue, and should always be deposited through University Advancement’s Gift Processing office.

Fundraising Approval

All fundraising efforts through which philanthropic contributions are solicited, including mailings, personal solicitations, events, auctions, etc., must be approved in advance by University Advancement’s Development Office. Events and initiatives designed to generate revenue through sales (car washes, bake sales, etc.), in which the sale price is roughly commensurate with the value of goods or services received, require no approval.

Contact Information

Gift Delivery
Please deliver all gifts by hand or lockbag to:
Gift Processing, DuBourg Hall, Room 319

Gift Acceptance and Fundraising Approval
Contact Sheila Manion, AVP - Development (x2306)

General Gift Processing Questions
Contact Tom Vincent, Manager - Gift Processing & Records (x3452)
SAINT LOUIS UNIVERSITY
Human Resources
Performance Management Tool
Objectives

• Helping employees understand their roles and performance expectations
• Linking individual employee performance to business goals
• Engaging in an open, honest and direct dialogue in regard to performance
• Creating guidelines to assist supervisors in evaluating core performance values, and establishing business goals and individual development plans
• Linking performance to mission and diversity
• Expanding the rating system to four ratings: outstanding, exceeds expectations, meets expectations, and below expectations
In Preparation for the Performance Discussion

• Review the job description for the position and update if not accurate. Template for job description is available at
• To comply with the Americans with Disabilities Act (ADA), it is necessary to determine the essential functions of each position
• Guidelines and a worksheet are provided to assist in identifying essential functions
• Essential functions are fundamental duties that are intrinsic to the position and are the reason for which the position exists
• They are the basic job duties that an employee must be able to perform, with or without reasonable accommodation
Use the following guidelines to rate the core performance values, business and individual goals and the employee’s overall performance:

**Outstanding** — Performance at this level is clearly unique and far in excess of established expectations. The employee consistently exceeds expectations in the outcomes achieved in work quality, quantity and timeliness. The employee exhibits leadership among peers in all dimensions of the field work performed.

**Exceeds Expectations** — Performance at this level often surpasses established expectations and standards of work quality, quantity and timeliness. The employee exhibits mastery of most dimensions of the field of work performed.

**Meets Expectations** — Performance at this level meets established expectations and standards for work quality, quantity and timeliness. The employee competently achieves the requirements of the position.

**Below Expectations** — Performance at this level is below the level expected of the employee. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timeliness.

**Core Performance Values** — On the following page, rate specific performance values and provide examples relative to essential duties of the position that support the rating. Explanation is required for all ratings.
Performance Management Tool: Core Performance Values

- There are nine core performance values. These are core competencies required of all employees regardless of their position at SLU
- Supervisors will provide a rating/explanation for each core performance value
- The assessment reflects the employee’s performance rating related to all of the core performance values combined
## Core Performance Values

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Description</th>
<th>Rating Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission</strong></td>
<td>Integrates the shared values for the common good: competence, conscience, compassion, community and commitment (5C’s) into work; integrates the standards of conduct that promote the common good within the work unit and University community; treats others with respect; courtesy; honesty and compassion; participates and facilitates the participation of others in service related activities.</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Customer Service</strong></td>
<td>For both internal and external customers demonstrates good listening skills, assesses customers’ needs and takes timely action to respond to those needs; provides follow up on all issues and builds rapport; anticipates customer needs and contributes to improving processes and services.</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Collaboration and Partnership</strong></td>
<td>Reports to work regularly, on time and is accountable during the workday; cooperates and interacts with employees inside/outside the work unit contributing to improved operations; demonstrates self-control; aligns individual efforts with team goals.</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Represents University in a professional manner relating to all verbal, non-verbal, and written communication; demonstrates good listening skills; conveys information clearly and concisely; uses proper grammar, correct spelling, and proper tone in all written and verbal communication.</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Technical Skills and Knowledge</strong></td>
<td>Applies knowledge, skills, and mastery of job processes to achieve results; continuously develops and advances technical capabilities.</td>
<td>Choose an item.</td>
</tr>
<tr>
<td><strong>Quality and Productivity</strong></td>
<td>Delivers products and services with little or no rework required; strives for continuous quality improvements; uses time and resources effectively and efficiently; produces value added contributions.</td>
<td>Choose an item.</td>
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<tr>
<td><strong>Problem Solving</strong> - Interprets data from various sources; generates effective solutions to problems; makes sound decisions; generates alternative approaches to problem solving; demonstrates awareness of consequences or implications of judgment.</td>
<td>Choose an item.</td>
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<tr>
<td><strong>Rating Explanation:</strong> Click here to enter text.</td>
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<tr>
<td><strong>Leadership</strong> - Lead tasks and people effectively; guides, coaches, inspires, and motivates others to improve skills and achieve goals; takes independent action; seeks out opportunities for professional development; solicits and considers other opinions; demonstrates strong work ethic and sense of urgency to meet commitments; recommends system/procedure improvements.</td>
<td>Choose an item.</td>
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<tr>
<td><strong>Rating Explanation:</strong> Click here to enter text.</td>
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<tr>
<td><strong>Diversity</strong> - Committed to creating an inclusive community and environment that respects, embraces, and celebrates all expressions of diversity and identity that are in keeping with the Ignation tradition of being men and women of others.</td>
<td>Choose an item.</td>
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<tr>
<td><strong>Rating Explanation:</strong> Click here to enter text.</td>
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</table>

**Assessment On Core Performance Values** - This rating is assigned to indicate the level at which the employee met their core performance values during the entire assessment period. Assign an overall core performance rating and then provide explanation in support of the rating.

**Choose an item.**

**Explanation:** Click here to enter text.
Performance Management Tool: Setting Business Goals

• The purpose of setting goals is to give employees targets on which to focus
• Should be an interactive process
• Guidelines and a worksheet are provided to assist in establishing business goals
Performance Management Tool: Business Goals Assessment

• If goals were established last year, then indicate the goal and rate the employee’s progress toward, or accomplishment of, the established goal.

• If you did not establish goals last year, discuss accomplishments during this evaluation period, and establish and document goals for the next year. These should be entered on the “Future Goals” section of the evaluation.

• The assessment reflects overall how the employee’s performance contributed to established goals and objectives since the last evaluation period.
### Business Goals

**Established Business Goals** - Rate the employees’ progress toward, or accomplishment of, business goals established at the last performance evaluation. Explanation is required for all ratings.

<table>
<thead>
<tr>
<th>Goal 1: Click here to enter text.</th>
<th>Choose an Item.</th>
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<tbody>
<tr>
<td>Rating Explanation: Click here to enter text.</td>
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<tr>
<td>Goal 2: Click here to enter text.</td>
<td>Choose an Item.</td>
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<td>Rating Explanation: Click here to enter text.</td>
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<tr>
<td>Goal 3: Click here to enter text.</td>
<td>Choose an Item.</td>
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<td>Rating Explanation: Click here to enter text.</td>
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**Assessment On Established Business and Individual Goals** - This goal rating is assigned to indicate the level at which the employee met their business and individual goals during the entire assessment period. Assign an overall business and individual goal rating then provide an explanation in support of the rating.

Explanation: Click here to enter text.
Overall Assessment

• The overall assessment is assigned to indicate the level at which the employee has performed overall during the entire evaluation period.

• It should reflect the assessments given for core performance values and business goals.

• Assign an overall performance rating and then provide an explanation in support of the rating.
Overall Performance Assessment

The overall assessment is assigned to indicate the level at which the employee has performed during the entire assessment period. Please consider the ratings given for performance values and business goals. Assign an overall performance rating and then provide an explanation in support of the rating.

Choose an item.

Click here to enter text.

Consistent with the Staff Performance Management Policy, if an employee receives an Overall Performance Assessment of Below Expectations, a Performance Improvement Memorandum should be issued to the employee and employee will be deemed to be on a final warning. Supervisors should consult with Human Resources who must approve any final warning before it is issued.
## Future Business Goals

**Future Business Goals** - Please establish goals for the employee to progress toward or accomplish within the next evaluation period.

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<tr>
<th>Goal 1: Click here to enter text.</th>
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<tr>
<td>Goal 2: Click here to enter text.</td>
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<td>Goal 3: Click here to enter text.</td>
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<td>Goal 4: Click here to enter text.</td>
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<td>Goal 5: Click here to enter text.</td>
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Performance Management Tool: Individual Development Plan

• This section of the performance evaluation provides an opportunity to devise a professional development plan for each employee.
  
• Could include training sessions internal or external to SLU, attending conferences, obtaining certifications, technology trainings, cross training within the unit, mentoring, serving on committees or projects, etc.

• Guidelines are provided to assist in establishing an individual development plan.
**Individual Development Plan**

Identify opportunities for professional development, such as, training, conferences, certifications, cross training, etc.

<table>
<thead>
<tr>
<th>Personal Development</th>
<th>Development Action Plan</th>
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Comments & Signatures

Employee Comments: Click here to enter text.

Next Level Supervision Comments: Click here to enter text.

Employee’s Signature: _______________________________ Date: _____________

Supervisor’s Signature _______________________________ Date: _____________

I have reviewed the documents related to this employee’s performance and agree with the supervisor’s overall assessment __________________________________________________________

Print name of next level of supervision Requires Signature and Date
Conclusion

• The performance management tool is available to fill out electronically and for now can be saved, printed or scanned
• Goal is that by 1st quarter FY12, fully automated tool will be available
• The employee can use the same tool to complete a self-assessment and bring to the performance discussion that takes place with their supervisor
Conclusion

• Once all appropriate signatures have been obtained, entire performance evaluation should be submitted to human resources along with updated job description if applicable, for placement in employee personnel file.

• The performance evaluation document, instructions, guidelines, worksheets and on-line tutorials are available on the HR website under Human Resources Forms.
QUESTIONS?