...SPEAKING THE TRUTH IN LOVE, WE WILL GROW TO BECOME IN EVERY RESPECT THE MATURE BODY OF HIM WHO IS THE HEAD, THAT IS, CHRIST. FROM HIM THE WHOLE BODY, JOINED AND HELD TOGETHER BY EVERY SUPPORTING LIGAMENT, GROWS AND BUILDS ITSELF UP IN LOVE, AS EACH PART DOES ITS WORK.

Ephesians 4:15-16
Planning & Preparation

Use the [Word document](#) as a tool to start composing your thoughts for this year. Keep in mind that your final responses will need to be input into the online version of the form in BaylorCompass once it becomes available.

- Review your goals from the past year. Where they achieved? Delayed? Changed? What contributions did you make to each and what were the challenges of each?

- Other comments you would like to include? Share successes and any special projects not included in the goals above.

- Considering the past year, how do you view the work you did and the way in which you accomplished your work in relation to the Core Commitments below?

- Provide 3-5 goals for your work for the future year. These may include projects related to the department or University, they can be professional development goals, or other work-related objectives. Please include specifics such as the steps necessary to achieve your goals, how they further strategic objectives, and how they relate to the Baylor’s Core Competencies. [SMART goals](#) are an excellent format for defining goals.
Step 1: EMPLOYEE - Complete Parts One & Two of Performance Feedback Form

1. Under My Tasks on the Home page, click on Write your performance feedback
2. Complete Part One: The Past Year and Part Two: The Future Year

- You may Save your work and return to it multiple times.
3. Once finished, you must click on **Complete**.  
   **Note:** Clicking Complete locks your response areas and sends the form to your manager. Once you click Complete, you no longer have access to edit the document.

4. The form is sent to your manager through BaylorCompass for their comments. Once your manager completes their portions of the form and the Second-Level Manager reviews it, then your manager will schedule a meeting with you for feedback discussion.
Step 2: MANAGER - Completes Performance Feedback Form

1. Under **My Tasks**, **Complete performance feedback for your direct reports**

**Task Status screen**

- This tab shows tasks in the performance appraisal process so that you can track your employees’ appraisal through the process
- The highlighted section shows the current status and the blue-text shows the sections that require action from you.

2. Click on **Edit Appraisal**
3. Complete the **Performance Feedback Form**

   - You may **Save** your work and return to it multiple times.

   i. **Part One: The Past Year** - Review the employee’s contributions and challenges to their goals.
   
   ii. Review the employee’s Learning Transcript

   - In the form view, click on the split-screen icon in the top bar.

   - Choose Development Plans from the drop-down list.
   - Click on Transcripts tab to view the learning activities and dates completed.
   - Pay special attention to required compliance courses.
   - To close the split section, click on the X button at the top of the lower section.
iii. Review the employee’s self-feedback.

- Refer to the Feedback Options for descriptions of each category.

<table>
<thead>
<tr>
<th>Feedback Options</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Area of Mastery</strong></td>
</tr>
<tr>
<td>Performance exceeds expectations for position both in work and impact. Uses strengths in area to benefit the University. Is a clear role model and/or mentor in helping others develop this commitment. &quot;Required comment.&quot;</td>
</tr>
<tr>
<td><strong>Area of Competence</strong></td>
</tr>
<tr>
<td>Performance is steady, reliable, and maintained with a minimum of supervision. Is reliable and consistently successful using this commitment. Demonstrates ability to integrate a wide variety of skills to effectively solve problems and carry out duties, responsibilities, and objectives. Reflects values of organization in this area.</td>
</tr>
<tr>
<td><strong>Area of Needed Development</strong></td>
</tr>
<tr>
<td>Needs further development, guidance, and/or evaluation to demonstrate this commitment consistently at a level appropriate to the position. Performance approaches acceptable standards for position and extra effort is needed to improve or continue improvement. Working toward gaining proficiency. Achieves some but not all goals and is willing to acquire necessary knowledge and skills.</td>
</tr>
<tr>
<td><strong>Area of Concern</strong></td>
</tr>
<tr>
<td>Regularly demonstrates behaviors inconsistent with this commitment. Performance is below standard of position and improvement is required. Primary responsibilities are not being met and important objectives have not been accomplished. &quot;Required comment.&quot;</td>
</tr>
</tbody>
</table>

- Refer to the **Performance Feedback Matrix for Core Commitments** for descriptions of each Commitment with behavioral examples categorized by the feedback options.

**Key Descriptors of Areas in Relation to Performance Standards:**

<table>
<thead>
<tr>
<th>Area of Concern</th>
<th>Area of Needed Development</th>
<th>Area of Competence</th>
<th>Area of Mastery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needed correction in performance</td>
<td>Potential for growth</td>
<td>Engaged in work</td>
<td>Has mastered current responsibilities and is ready for next step professionally</td>
</tr>
<tr>
<td>Lack of essential knowledge</td>
<td>Developmental opportunities within area of need</td>
<td>Engaged with, team/dep’t</td>
<td>Seeks opportunities to learn more and work with others</td>
</tr>
<tr>
<td>Lack of intentionality</td>
<td>Additional time needed to learn and/or apply knowledge</td>
<td>Needs little to no supervision in current responsibilities</td>
<td>Adapts to change and/or new responsibilities</td>
</tr>
<tr>
<td>Lack of engagement</td>
<td>Has desire to learn and apply knowledge</td>
<td>Seeks opportunities to learn more and work with others</td>
<td>Quality of work aligns with level of experience</td>
</tr>
<tr>
<td>Failure to grasp concepts</td>
<td>Learning but some needed oversight while continuing to develop</td>
<td>Contributes to team performance</td>
<td>Maintains balance between work and personal life</td>
</tr>
<tr>
<td>Fails to adapt to change</td>
<td>Seeks information and is learning best practices</td>
<td>Looks for positive in change</td>
<td>Leads collaborative projects</td>
</tr>
<tr>
<td>Inconsistent performance</td>
<td>Gaining confidence in work</td>
<td>Accepts and provides feedback</td>
<td>Sought out as expert in area</td>
</tr>
<tr>
<td>In need of constant oversight</td>
<td>Lacks needed level of confidence in work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Choose the appropriate option for each Core Commitment and include comments as need.

*Note: Area of Mastery and Area of Concern require comments.*
• Comment Help: Click on the word bubble icon 📬 for help with comments.

- Choose the Category based on the specific behavior
- Choose the Employee’s Gender
- Choose the Comment level and adjust the Nuance scale
- If the suggested comment reflects your intention, click on Add to Your Comments. It will be copied into the Your Comments box and you may edit from there.
- Click OK when you have completed comments for this Commitment. The Your Comments text will be inserted into the performance appraisal comment box.
iii. **Part Two: The Future Year - GOALS**
- The employee’s suggested goals will appear in a grey box. *You must copy & paste employee responses to the empty boxes.*
- Using the SMART goal format is recommended.
- Click on Add New Goal to create entry boxes for the next goal. The form allows up to five goals.
- Due date is optional.

![PART TWO: The Future Year—GOALS](image)

---

iv. **Part Three: Manager Comments**
- Enter any overall comments regarding the employee’s performance.
- Disregard the **Second-level manager** comments – This area is viewable to you, but will be completed by the Second-level manager.

![PART THREE: Manager Comments](image)
4. Once you have completed the form, click **Complete**.
   
   **Note:** Clicking Complete locks your response areas and sends the form to the second-level manager. Once you click **Complete**, you no longer have access to edit the document unless the second-level manager returns it with annotations.

5. The form is sent to your manager through BaylorCompass for their comments in the Second-Level Manager box. They also may add annotations and return the form to you for editing. Once the Second-Level Manager approves appraisal, then you will receive a task to schedule a meeting with your employee.
Step 3: SECOND-LEVEL MANAGER – Review Performance form for second level reports

1. Under My Tasks, click on Second level manager reviews performance feedback

   Second-Level Manager Comments – Under the Part Three: Manager Comments, Second-Level Managers select one of the acknowledgement buttons and may include any overall comments about performance they would like to share with the employee.

   ![Second-Level Manager Acknowledgement](image)

   - I acknowledge receipt and review of this document, and have no additional comments.
   - I acknowledge receipt and review of this document, and have the following additional comments.

   Additional Comments (Optional)

2. Send Back to Manager - Second-level managers cannot directly edit the content of the appraisal. They can make annotations and Send Back to Manager.

   - Annotations are available only for the direct manager to view. They are not recorded in the final document and are not viewable by the employee. Think of them as post-it notes for the reviewer and manager.

   ![PART TWO: The Future Year—GOALS](image)
• If the second-level manager chooses to **Send Back to Manager**, then the form is sent to the direct manager and unlocked for edits, who may amend comments before clicking **Complete** again.

![Image of form interface]

**Approve the appraisal:**

If the direct manager’s comments and rating are acceptable, then click **Approve**.  
*Note: This locks the form and sends it to the next step in the process.*

- If the overall feedback falls below specified levels, then the next step it is sent to the HR Consultant for review.
- Otherwise, the form is sent to the Manager.
Step 4: MANAGER - Meet with direct reports to discuss performance feedback & Sign-Off

1. Click on Menu in top right corner of BaylorCompass home page.
2. Click on Task Status
3. Locate employee and click on View Appraisal
4. Click on printer icon and print as a PDF. Save PDF with employee’s name. Close window – *Do not complete at this time!*
5. Send an Outlook Meeting Request to employee for the feedback discussion and attach document to request.
6. Engage in feedback discussion.
7. Following the discussion, log in to BaylorCompass and click on Task to Meet with Direct Reports.
8. Locate the appropriate employee in your list and click on Mark as Completed.
9. This sends the form to the Employee for sign-off.
Step 5: EMPLOYEE – Sign-off

1. Following the conversation and Manager sign-off, the employee will receive the form and have a task to **Sign-Off on your Performance Form**. Click on the task.
2. Click **Sign off**.
3. This concludes the formal process.

*If you have questions or concerns with this appraisal, please contact your HR Consultant.*
**Manage Performance & Next Steps:**

A PDF of the form is housed in the employee’s My Performance > Evaluations section of BaylorCompass. Managers can view the form by clicking on My Employees, finding the employee’s record and clicking on the number under the Evaluations column.

1. **Track goals**
   - In BaylorCompass, employees can add notes, update progress flag, status, and percent complete.
   - Managers can view progress of their goals and discuss it throughout the year.

2. **Communicate regularly**
   - In BaylorCompass, managers can view employee’s goal and learning progress.
   - Meet regularly and reinforce expectations set in the performance conversation.
   - Utilize the 1:1 Module to facilitate meetings.
   - Provide feedback using the STAR-AR model for both positive and developmental feedback.

3. **Support your employee’s learning opportunities for personal and professional development**
   - In BaylorCompass, employees can search the Learning Library for activities related to competencies they would like to develop. Managers can view their learning activities, as well, through the **My Employees** page.
   - Employees should pursue opportunities to improve current processes and procedures.
   - Seek opportunities to connect work with goals, strategic vision, and the overall university mission.

**Merit Increase** - Following the Performance Process, the merit increase process begins.

Merit-Based Compensation Plan - Baylor operates on a merit-based compensation plan. Merit pay means that the pay increase is based on a set of criteria defined by the employer. Budget, performance, and pay bands inform the merit process.

1. In the spring, the Baylor Board of Regents approves a merit increase percentage, which is an amount expressed as a percentage of overall payroll. *Individual percentages may vary while maintaining the overall allowance.*

2. Supervisors and executive administration allocate the overall amount provided for that department or division amongst all the employees in that area.

3. The final approvals are completed in August and supervisors should inform their employees of the effect on their pay at that time.

4. The increase, if any, takes effect on the first paycheck of September.