

Introduction to Alternative Weights for Operational Objectives

For some positions, the weights of High, Medium, and Low assigned to the Individual Performance Factors in the PMP process do not assign sufficient significance to Operational Objectives that may be the primary focus of the job. For example, for a Communications Director, the publication of an Annual Report and development of an overall UMBI Communications plan might be of significantly greater importance to the job than an importance weighting of “High” as used for most of the Individual Performance Factors.

To provide a supervisor with the opportunity to weight an employee’s overall performance more heavily on Operational Objectives, a new Ratings Worksheet will be developed to account for the increased weighting. A supervisor may assign a weight of at least 5% of the overall rating to each operational objective. We recommend that there not be more than 6 operational objectives. Weighting for Operational Objectives as a percentage of the Overall Performance Rating will be limited to 25% of total rating for Nonexempt employees, 50% for Exempt employees, and 75% for supervisors/managers and above in Unit hierarchy.

Supervisors should carefully consider the purpose and duties of a job before deciding to implement this new weighting method. Operational Objectives that carry additional weighting must be:

Clear – both supervisor and employee have same understanding of meaning.

Specific – dealing with particular area of performance rather than a broad, general area.

Significant – should set objectives only for important areas of performance, those which will impact institution/department.

Measurable – if it can’t be measured, you can’t tell whether or not it has been achieved

Challenging – not too easy to achieve, but not so hard as to be impossible.

Controllable – if achieving this objective is dependent on too many uncontrollable external factors, it may not be an appropriate objective.

Remember that Individual Performance Factors and Operational Objectives are to be set at the beginning of the performance period. They should be reviewed at least once during the performance year, and they may be updated or changed during the performance year as circumstances require. For example, an Operational Objective to develop a new Employee Development program might have to be amended or deleted if the funds for the program are no longer available.

Please be sure to use the current Operational Objectives form to set up the percentage weights for Operational Objectives. You will see that a new blank has been inserted in the Importance Weighting line of each objective. This form should be shared with the employee at the time you meet to set up Individual Factors for next year. When you submit a copy of the signed front page of the PMP form for next year, please also include a copy of the Operational Objectives form. A new worksheet has been developed to accommodate the alternative weighting process (See [SAMPLE](#)). It will be posted with the other PMP forms and is called the Alternative Percentage Operational Objectives Weighting Worksheet.