

## STAFF PERFORMANCE REVIEW PROGRAM

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### 1. GENERAL

The University is committed to providing staff employees with meaningful performance reviews. Performance reviews are designed to determine how well employees achieve their established goals and/or perform job duties. Supervisors and managers are responsible for establishing departmental goals that contribute to the University's mission. They are also responsible for working with each employee in the department to establish individual employee goals and/or duties that contribute to both the department's goals and the University's mission. The University is committed to providing the resources necessary to review and recognize employees based on achievement and performance on a regular and ongoing basis.

### 2. PURPOSE

Performance reviews and recognition is a clearly defined and ongoing process that contributes to positive communication, mutual respect, improved performance, individual growth, and career development. This ongoing process involves frequent communication between employees and supervisors about goals/duties, performance standards, and expectations. It seeks to provide greater accountability and effectiveness, and to foster a culture of quality performance and continuous improvement with a focus on internal and external customer service. Performance reviews also include feedback from direct reports, peers, and/or customers that is intended to help employees improve and develop their performance. The Staff Performance Review Program is designed so that staff employees:

- are aware of what is expected of them;
- receive timely feedback about their performance;
- receive opportunities for education, training, and career development; and
- receive recognition in a fair manner.

An employee's performance will be reviewed in a fair and reasonable manner. The performance review may be used as the basis for personnel decisions, including such things as career development, salary increases, and disciplinary action, if appropriate. Any performance based disciplinary actions will be taken in accordance with ***HRPPM Section XII-1, Disciplinary Actions and Dismissal of Staff Employees.***

### 3. MUTUAL RESPONSIBILITY

Employees and supervisors are to work together to develop individual employee goals and identify the duties that will be the basis of the employee's performance review. They should also agree upon training and development opportunities necessary for high quality performance and excellent customer service. Supervisors, having dual roles of supervisor and employee, must fulfill both sets of responsibilities.

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### a. Supervisor Responsibilities

All staff who supervise one (1) or more staff employees will be reviewed on their performance of the supervisor responsibilities listed below and the timeliness and quality of the performance reviews conducted for each of their employees. Supervisors are responsible for:

- (1) completing training on the staff performance review program;
- (2) establishing organizational goals;
- (3) seeking input from employees, working with employees to develop individual goals, and identifying duties and relevant job competencies;
- (4) providing employees with clear expectations, consistent measures, and achievable standards of performance
- (5) supporting and providing resources for employees to meet performance standards;
- (6) engaging in ongoing performance review that includes regular feedback on established goals/duties as well as an annual written performance review;
- (7) identifying performance deficiencies and providing assistance and support for correction; and
- (8) assisting employees in identifying and participating in career development and training programs.

### b. Staff Employee Responsibilities

All staff employees are responsible for:

- (1) providing input to their supervisor in the development of individual goals that contribute to departmental goals and the University's mission;
- (2) meeting expectations and achieving performance standards;
- (3) providing their supervisor with a self-assessment of accomplishments with respect to goals/duties, job competencies, and University values;
- (4) discussing concerns and/or questions about any part of their job description or performance review with their supervisor; and
- (5) identifying and participating in career development and training opportunities.

### c. Training

Training is critical to a quality performance review program. Individuals responsible for reviewing employee performance will complete training on how to implement the performance review program. Additional programs are available to train, support, and guide supervisors and employees in performing the responsibilities listed in Sections 3.a and 3.b herein, such as setting goals, giving feedback, and writing performance standards.

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### 4. OVERVIEW OF THE STAFF PERFORMANCE REVIEW PROCESS

- a. The University's performance review process for staff employees begins with the supervisor meeting with the employee to set goals, performance standards, and expectations for the upcoming year. The supervisor is to provide the employee with regular feedback about performance throughout the year and complete a written performance review at least annually. The supervisor and employee are to meet to discuss the performance review. The employee is to be given reasonable advance notice of the date of the written performance review. The supervisor will ask the employee to complete and submit a self-assessment prior to the performance review.
- b. The [Annual Performance Review](#) form is both a planning tool and a performance review instrument. At the beginning of the review period, the supervisor defines the goals/duties and job competencies on which the employee will be reviewed during the upcoming review period and places them on the [Annual Performance Review](#) form. The supervisor will give a copy of the form to the employee to assist the employee in striving for excellence during the review period.
- c. Departments and office heads who desire to use an alternative annual performance review form may do so subject to review and approval of the form by the Director of Human Resources.
- d. Annual Review Period
  - (1) The annual review period is a flexible period of time that extends from the day following the end of the previous annual review period (or the date of hire in the case of new employees) to the end of December, January, February, or March – as determined by the appropriate supervisor.
  - (2) The period of time comprising the annual review period and ending date of the annual review period may vary from year to year. The annual review period may be as short as nine months or as long as fifteen months depending on the ending date of the previous annual review period and the ending date of the current annual review period.
  - (3) The written performance review is to be completed by the end of the month following the end of the annual review period:

**Annual Review Period Ends On:**

December 31<sup>st</sup>  
January 31<sup>st</sup>  
February 28<sup>th</sup>  
March 31<sup>st</sup>

**Complete Annual Review by:**

January 31<sup>st</sup>  
February 28<sup>th</sup>  
March 31<sup>st</sup>  
April 30<sup>th</sup>

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- (4) The annual review period does not have to be the same for all employees in the work unit.
- (5) Department and Office Heads are responsible for verifying that annual performance reviews are completed for all staff employees within the unit they supervise by April 30<sup>th</sup> of each year.
- e. Annual performance reviews for the Executive Officers of the University (*See HRPPM Section 1-4, Human Resources Definitions*) will be conducted in accordance with a process determined by the President. Annual performance reviews for other Senior Academic and Administrative Officers (*See HRPPM Section 1-4, Human Resources Definitions*) will be conducted in accordance with guidelines established by the appropriate Vice President or Dean. Documentation pertaining to the evaluation of a Senior Academic and Administrative Officer of the University will be filed and retained as determined by the evaluator.

### 5. PROGRAM MONITORING

The Department of Human Resources will monitor, track, and evaluate the performance review process for quality, improvement, and program success.

### 6. RECORDS RETENTION

Copies of performance reviews will be maintained in the employee's official personnel file in the Department of Human Resources for three years.

*Drafted by the Director of Human Resources, October 5, 2001*

Approved by the President, October 22, 2001

*Administrative Revisions by the Director of Human Resources, January 8, 2003*