

ANNUAL PERFORMANCE REVIEW GUIDE

The annual performance review is an integral part of the larger performance management cycle. The cycle consists of five key areas:

- 1) Planning : plan work and performance standards
- 2) Monitoring : consistently measuring performance and providing feedback
- 3) Developing : increasing performance capacity through training
- 4) Rating : evaluating performance based on set standards**
- 5) Rewarding : recognizing employees for performance and contributions

The rating categories for the review process are as follows:

Outstanding: Outstanding performance is performance that consistently outpaces expectations and leads to exceptional accomplishments and significant contributions to the department and the College as a whole. The employee continually accomplishes goals and can be relied upon to deliver excellent results. Supervisors must be able to provide examples of these types of accomplishments, results, and contributions to support this rating.

Meets Expectations: This category indicates solid, fully satisfactory performance. Performance meets the defined job expectations. The employee is doing the job at the level expected for employees in this position. The good performance is due to the employee's own effort and skills. The employee shows interest in skill and knowledge development in order to achieve better performance.

Improvement Needed: This category is for performance that may meet some of the job expectations but does not fully meet the remainder. The employee generally is doing the job at a minimal level, and improvement is needed to fully meet the expectations. The performance level may be the result of the employee being new or inexperienced, or the employee is not responding favorably to training or direction, but there are indications that the employee is able to develop in the identified areas for improvement. This rating requires written supportive information and the development of a work improvement plan. Supervisors are encouraged to contact the Office of Human Resources for assistance with preparing a work improvement plan.

Unsatisfactory: Unsatisfactory performance does not meet the minimum job requirements. Performance is unacceptable. Responsibilities are not being met and important objectives have not been accomplished. Unsatisfactory performance requires immediate improvement. This rating requires written supportive information and development of a performance improvement plan that is timebound, meaning it requires immediate correction. Supervisors are encouraged to contact the Office of Human Resources for assistance with preparing a work improvement plan.

Feedback

The review provides opportunities for supervisors to use the categories outlined above to rate performance/provide feedback in 6 areas, as follows (more detailed descriptions of each area are provided in the actual review form):

General Feedback Areas:

- 1) Job-specific skills and knowledge: Focuses on the employee's job description and the level of proficiency she/he demonstrates in the job.
- 2) Quality of work: References the employee's ability to consistently produce quality work

Competencies:

- 3) Communication: References the employee's level of communication skills (written, verbal, conflict management and resolution, relationship-building, etc.).
- 4) Leadership Ability: This area applies both to those who have supervisory responsibility and those who do not; supervisors will be measured on "people" leadership, while non-supervisory will be measured on work leadership or even personal leadership.
- 5) Commitment to Continuous Improvement: References the employee's commitment to seeking opportunities to refine their work and to develop professionally which, in turn, helps to improve the work experience and the student experience at the University; employees can show evidence of this by participating in professional development opportunities and logging participation in the University Engagement and Professional Development portal.
- 6) Commitment to Fostering a Diverse, Equitable, and Inclusive Environment: References the employee's level of commitment to fostering a diverse, equitable, and inclusive workplace; employees can show evidence of this by participating in DEI initiatives and programs and logging participation into the University Engagement and Professional Development portal.

In addition, the form includes an area to note opportunities for continual improvement. Supervisors are encouraged to work with employees to identify areas for personal and professional growth, and to think about training and other activities the employee can engage in to further develop her/his skills and expertise.

Goal Performance and Goal Setting

The form includes a section for reporting on prior year goal performance and a section for listing goals for the upcoming year. It is important to note that forms returned to the Office of Human Resources without these sections completed will not be counted as fully completed performance reviews. Please make sure to complete these sections and review with the employee (along with the rest of the review). Note: supervisors may submit goal performance and goals for the coming year in a separate document, if desired, but the document must be submitted on time.

Overall Rating

Once all of the feedback areas, opportunities for continual improvement, and goal performance/setting has been completed, supervisors will assign an overall performance rating

for the past year. This rating does not necessarily need to be based on the majority of ratings in the 6 feedback areas. It should be an honest overall assessment of performance, and one that can be clearly explained to the employee using examples. In addition, the supervisor must be able to clearly articulate what the employee would need to do to further improve performance.

The selected overall rating will be documented in Banner by the Office of Human Resources.

Narrative Option

Some supervisors have expressed a preference for completing reviews in narrative form. Supervisors have flexibility to submit a narrative instead of the form, however documentation of performance in each of the 6 areas along with opportunities for continual improvement, goal performance, and goal setting must be provided. An overall rating is also required.

Self-Evaluation/Review

The Office of Human Resources continues to encourage the use of self-evaluation/self-review as a way to encourage performance conversations between the supervisor and the employee. The method of self-evaluation (use of the review form, narrative, pre-determined reflection questions, etc.) is up to the supervisor, as long as the self-evaluation does not replace the supervisor's assessment of performance. Self-evaluations must be submitted with all other review materials and should also include the employee's report of activity from the University Engagement and Professional Development portal.

Timeline

Reviews will cover the performance period of June 1, 2022 through May 31, 2023.

All reviews will be due in the Office of Human Resources by September 15, 2023. With the exception of employees who are on a documented leave, all employee reviews must be submitted to the Office of Human Resources by the due date. Late reviews will result in the employee not being considered for any potential fall pay increases (if approved). Supervisors who submit late reviews will also not be considered for increases.

Documents

All documents related to annual performance reviews may be found at the link below.

<https://www.utica.edu/hr/forms.cfm>

IMPORTANT NOTE: Please be sure to PRINT a copy of anything you complete, including fillable forms, in the event that it is unable to be saved.

Questions

Please direct all questions to the Office of Human Resources at (315) 792-3276 or hr@utica.edu.