

## **Staff Performance Management Frequently Asked Questions**

1. Are annual performance reviews required for all staff?

Yes. It is required that all regular staff receive annual performance reviews. Performance evaluations provide an opportunity to receive written feedback, reinforce positive performance, assess training and development needs, clarify expectations, discuss progress toward previously determined goals and set new goals for the next review period. The review process can help improve efficiency, effectiveness and contribute to personal growth and job satisfaction.

2. Are annual reviews required for temporary staff members?

Reviews are not mandatory for temporary staff, as they are often on short-term assignments. However, performance feedback is essential to enhance performance. Thus, it is always a good practice to evaluate performance and communicate with all team members.

3. Should new staff members participate in the Annual Review process?

Any staff member hired prior to October 1<sup>st</sup> of the calendar year should participate in the process. They should complete the online Self-Evaluation by December 14<sup>th</sup>. The supervisor should complete the Annual Review form.

4. When should reviews be conducted?

Performance is evaluated on the calendar year. As 2018 is our transition year, the evaluation time frame is pro-rated for this period. The pro-rated period will assess performance from July through December of 2018. Moving forward, each performance cycle will evaluate performance on the full calendar year.

Staff members complete Self-Evaluations by December 14<sup>th</sup>. Supervisors complete the Annual Performance Evaluation and meet with their staff members individually by the first of February.

Supervisors complete the Mid-Year review and meet with their staff members in the months of June and July.

Supervisors are encouraged to monitor performance, provide feedback, reward and recognize excellent performance, discuss goals and communicate about issues throughout the year. Employees also are encouraged to initiate conversations with supervisors as often as needed.

5. What are the reasons for having a common review date in sync with the calendar year?

The review cycle has been revised to calendar year. This change has been made to establish a distinct separation of performance and compensation discussions. When performance is evaluated and reviewed separately, the focus remains on performance. Budget review will occur after the annual performance cycle. If merit budget monies are available, staff may be eligible for compensation increases based on their performance. Compensation guidelines noted in bargaining unit and other applicable contracts supersede any staff merit guidelines or awards.

6. How are employee ratings on performance reviews used by supervisors and Human Resources officers?

Ratings on performance reviews are indicators of overall performance. They are used to recognize and reinforce positive performance, to identify improvement opportunities, and set goals for the next calendar year. After budget review, they may be used to determine merit awards if applicable.

7. What input does the employee have into his/her evaluation?

All staff will complete the online Self-Evaluation, by December 14<sup>th</sup>, prior to the Annual Performance Evaluation meeting. Staff members should participate fully in the review meeting to provide their point of view on their performance and achievement during the year. Also, staff is encouraged to make final comments when he/she signs the completed Evaluation.

8. What aspects of performance are covered by the review?

All staff are evaluated on the following Core Criteria:

- Customer Service/Professionalism
- Job Knowledge
- Quality of Work
- Safety & Security
- Communication & Teamwork
- Problem Solving & Decision Making
- Productivity
- Managerial/Supervisory Skills (if applicable)

9. If an employee transfers to a new University department in between reviews, are both supervisors required to conduct a review?

One comprehensive review will be completed. The current supervisor is responsible for completing the review and meeting with the staff member. However, the previous supervisor will collaborate and provide input on the staff member's performance in the previous role.

10. If a staff member receives an “Unsatisfactory” rating, what actions are taken?

Staff members receiving an “Unsatisfactory” rating are placed on a mandatory Performance Improvement Plan (PIP). After the evaluation meeting, the supervisor will contact Human Resources to develop a PIP, which will include specific goals and timeframes.

11. How are staff members eligible for “extra” merit?

Extra merit would be based on budget availability. In order to be eligible, the staff member must “Significantly Exceed Expectations” in one or more of the Core Criteria. A designated box is available in each Core Criteria section. The supervisor must provide a detailed summary in the designated box of how the staff member excels in the category. The Executive Staff member will review all evaluations. Executive Staff along with the president will determine if extra merit will be awarded.

12. What is the process for submitting reviews to Human Resources?

All reviews must follow the approval chain up to the Vice President or Dean. Final signed reviews will be sent to Human Resources.

13. What recourse do staff members have in they do not agree with their evaluation?

If an employee disagrees with the supervisor's evaluation of performance and wishes to appeal the evaluation, the staff member must provide a written appeal to the Division Executive stating the reasons for the appeal, and provide a copy to his/her supervisor. If the appeal is denied by the Division Executive, the performance appeals process is ended. Appeals must be filed within five (5) working days of the performance appraisal meeting. If no appeal is filed during this five-day period, the outcome of the performance appraisal will be considered accepted by all parties.