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 performance review form has been redesigned for 2019 (begins with the 6/1/18-5/31/19 performance period). The redesign is a result of feedback from staff and supervisors that included requests for a simplified form and less focus on numerical ratings. Although the new rating categories (see below) are defined, supervisors will have the flexibility to rate each section separately before arriving at an overall performance rating for the year.

The new rating categories 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 new review provides opportunities for supervisors to use the categories outlined above to rate performance/provide feedback in 7 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) **Adaptability:** References the employee’s ability to accept feedback, work in the midst of change, take initiative, etc.
4) **Communication:** References the employee’s level of communication skills (written, verbal, conflict management and resolution, relationship-building, etc.)
5) **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
6) **Commitment to Mission:** References the employee’s ability to make a connection between what she/he does at work to the overall mission of the College; references the employee’s willingness to be involved in the community
7) **Commitment to Diversity and Inclusion:** References the employee’s level of commitment to fostering an inclusive and respectful workplace; may include involvement in diversity initiatives/programming offered at work

Supervisors will also have an opportunity to use the new form to list noteworthy employee accomplishments in the “Significant Accomplishments” section. 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 new form includes a section for reporting on prior year goal performance and a section for listing SMART 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, accomplishments, opportunities for continual improvement, and
goal performance/setting has been completed, supervisors will assign an overall performance
ingrating for the past year. This rating does not necessarily need to be based on the majority of
ratings in the 7 feedback areas. It should be an honest overall assessment of performance, and
one that can be clearly explained to the employee. For example, who received an “exceeds
expectations” rating last year and a “meets expectations” this year will need to be reminded that
the number of ratings categories has been reduced and numerical scoring has been eliminated. In
addition, the supervisor must be able to clearly articulate what the employee would need to do to
reach the next level of performance.

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

Narrative Option

The Office of Human Resources has created a narrative template for supervisors who prefer to
use a letter format to document performance. The template is available on the Office of Human
Resources web page, under Forms and Instructions/Performance Evaluation Forms/Instructions.
Please note that this is a template only. Supervisors have flexibility to format the letter as
desired, however documentation of performance in each of the 7 areas along with
accomplishments, opportunities for 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.

Timeline

Reviews will cover the performance period of June 1, 2018 through May 31, 2019.

All reviews will be due in the Office of Human Resources by September 13, 2019. 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.
All documents related to annual performance reviews may be found at the link below. Select “Performance Evaluation Forms/Instructions.” You will notice that there is a “Performance Review Form” (this is the new, standard review form) and an “Annual Performance Review Narrative” version. Again, the narrative version is meant to serve as a guide for writing the review in letter format, if desired. This section also contains the “Self Evaluation Form”. This document is simply an example/guide that contains sample questions for those who would like to utilize self-evaluations, but do not wish to use the actual performance review form. Other items found in this section include a SMART goals preparation worksheet, the training presentation delivered by the Office of Human Resources on the new review form, and a Work Improvement Plan template.

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