

# FY18-19 Administrator Performance Review Guidelines

<b>ACCOUNTABILITY:</b>	Managers of Madison College		
<b>RESPONSIBILITY:</b>	Human Resources Department		
<b>EFFECTIVE:</b>	6/2019	<b>UPDATED:</b>	6/2019

The performance review process is designed to accomplish the following objectives:

- Encourage meaningful communication between the employee and manager;
- Identify needed areas of individual professional development and personal growth;
- Provide appropriate and timely feedback to individual managers/managers regarding performance;
- Provide a written record of performance and development;
- Recognize outstanding performance;
- Improve organizational effectiveness; and,
- Challenge employees to improve performance and personal effectiveness.

The outcome of the evaluation process is a **clear mutual understanding of position performance**, goals and objectives for the next year, and a development plan to raise performance and provide career direction.

College administrators are responsible for the **effective application of the performance review process**. New administrative personnel are encouraged to contact human resources (HR) to arrange training sessions to define their role in the performance review process or to request further information.

HR is responsible for periodically soliciting feedback from administrative employees about the effectiveness of the program.

## Who Evaluates Performance

Employees begin the performance evaluation process with a self-assessment. The immediate manager then evaluates each employee’s performance. The immediate manager is the person who assigns and reviews the employee’s work and is responsible for necessary corrective actions.

Both the previous and current manager will evaluate employees who were under the direction of more than one manager during the performance review period. The majority manager (the manager who has managed the employee for the majority of the review period) has the primary responsibility for completing the form and is encouraged to consult with the other manager(s) to ensure the assessment is fair.

Administrative employees who are new to the college since April 1, 2019, will not be included in the review process.

## TIMELINE 2019



HR recommends monthly informal reviews to foster better communication between the manager and employee and to assess performance.

## Required Review Areas

The manager is responsible for completing all areas of the performance review form. However, the employee has an opportunity to provide input, comments and rate each section as well.

Review Section	Description		
<b>Job Responsibilities</b>  <i>Weighted 15% of overall rating.</i>	Reflect on the core function of position. <a href="#">Responsibilities follow a standard for each job profile.</a>  If changes to the position are required, contact a Human Resources Business Partner. The review is not for adding additional responsibilities to a position.		
<b>2018-19 Performance Goals</b>  <i>Weighted 85% of overall rating.</i>	Projects and performance goals that were unique to this year. Provide performance goal results and achievement level for the mutually agreed performance goals assigned to the employee from the previous year.		
<b>Narrative</b>	Manager and employee reflect on the following narrative areas: <ul style="list-style-type: none"> <li>Describe an area of growth this year.</li> <li>Describe an opportunity for development for next year.</li> </ul>		
<b>Overall</b>  <i>This is calculated based on ratings set in “Job Responsibilities” and “FY2018-2019 Performance Goals”.</i>	<b>Rating</b>	<b>Definition</b>	<b>Points</b>
	<b>Exceeds Expectations EE</b>	Performance consistently exceeded expectations in fill areas of responsibility, and the quality of work overall was excellent. Proactively took on additional load/challenges (from normal). Stepped up at times of need to help the organization out. Annual goals are fully met. Key attributes are: <ul style="list-style-type: none"> <li>Meeting all, not some.</li> <li>Going above and beyond job role/position description.</li> </ul>	<b>4</b> <i>Range 3.7-4.0</i>
	<b>Meets Expectations ME</b>	Performance consistently met expectations in all essential areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met. Key attributes are: <ul style="list-style-type: none"> <li>Meeting key expectations, but not all.</li> <li>Performs the job role/position description in which they have been hired.</li> </ul>	<b>3</b> <i>Range 3.0-3.6</i>
	<b>Partial Expectations PE</b>	Performance did not consistently meet expectations - performance failed to meet expectations in one or more essential areas of responsibility, and/or	<b>2</b> <i>Range 2.0-2.9</i>

		<p>one or more of the most critical goals were not met. A Performance Improvement Plan (PIP) to improve performance must be submitted to HR, including timelines, and monitored to measure progress.</p> <p>Key attributes are:</p> <ul style="list-style-type: none"> <li>• Fails some key, essential responsibilities.</li> <li>• Not meeting the job role/position description in which they have been hired.</li> </ul>	
	<b>Needs Improvement NI</b>	<p>Performance was consistently below expectations in most essential areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas. A Performance Improvement Plan (PIP) to improve performance must be submitted to HR, including timelines, and monitored to measure progress.</p> <p>Key attributes are:</p> <ul style="list-style-type: none"> <li>• Repetitively, consistently below targets.</li> <li>• Not meeting the job role/position description in which they have been hired.</li> </ul>	<b>1</b> <i>Range 1.9 &amp; below</i>
<b>Set FY2019-2020 Performance Goals</b>	Projects and performance goals anticipated for next year. Follow SMART goal methodology and set no more than 3-5 goals for the coming year.		
<b>Summary</b>	All responses on one page. You can PRINT or SUBMIT the review to the next step in this page.		
<b>Acknowledgement Section</b>	Description		
<b>Manager Acknowledgement Status</b>	<p>“Accept without Comment” or “Accept with Comment.” This section allows the manager to summarize comments and concerns or to add comments not captured in previous sections. This may include:</p> <ol style="list-style-type: none"> <li>1. Providing additional explanation regarding the employee’s management skills in carrying out general or routine undertakings;</li> <li>2. Describing noticeable improvement in or deterioration of performance as well as performance above and beyond the call of duty; or,</li> <li>3. Elaborating on any part of the performance evaluation or overall rating with particular emphasis on service and quality management.</li> </ol>		
<b>Employee Acknowledgement Status</b>	This section allows the employee the opportunity to respond to the evaluation, to articulate intentions for goal-setting and plans for improving performance and raising review ratings, and to comment on ways in which the administrator, manager or manager believes his or her manager can help the employee grow professionally and manage more effectively.		

## Preparing For the Performance Review Discussion Meeting

1. Do not leave the review interview to chance; it is too important. Be well prepared for the interview.
2. Schedule a mutually convenient time and place well in advance for the performance review discussion. Allow enough time and ensure privacy.
3. Know the employee's record thoroughly. It will seriously undermine the results of the interview for the reviewer to get into the interview and find that he/she lacks important information about the employee who is being reviewed and his/her performance. Be prepared with specific information, not just a general overall evaluation. Prepare notes and use the completed performance review form as a discussion guide so that each important topic is covered. Be ready to answer questions employees may ask about why you reviewed them as you did.
4. Review performance standards, documentation and job description as well as the review form and various ratings. Get the employee to thinking about performance - perhaps provide a list of questions to use as a basis for discussion. Examples of such questions include:
  - a) What do you think you have done best during the review period?
  - b) What could you have done better?
  - c) What overall rating would you give yourself?
  - d) What rating do you think I will give you?
  - e) Any suggestions for the department?
  - f) What can I do to help make you more effective?
5. Approximately 1-2 weeks before the performance review meeting, both the employee and the manager will individually complete the review form. This gives each person an opportunity to comment on the status of goals and objectives for the past year, identify performance strengths, describe his/her accomplishments of the previous year, and note circumstances that may have affected performance. The manager should provide a firm due date for the employee to return the completed self-assessment.
6. Once the employee submits the completed review form, the manager will add his/her comments along with the employee's comments to the form. The completed review form will be available for the employee to review prior to the meeting.

## Conducting the Review Discussion

The performance review process is an **on-going collaborative effort** between the employee and the manager and includes a minimum of one face-to-face meeting. Specific situations may require more than one face-to-face meeting.

Outlined below are some steps you may take to make the review evaluation process as successful as possible.

1. Create a supportive environment by **stating clearly the purpose of the discussion**. Be as non-threatening and open as possible, since the employee may be tense or uncomfortable.
2. Discuss key areas of responsibility and give examples of specific results. **Have the employee go first, based on the self-review or the questions you provided in advance**. Be sure to ask clarifying questions, if needed, to make sure you understand the employee's viewpoints.

3. Readily acknowledge performance that reinforces or aligns with the goals of the work unit (as outlined in the unit plan).
4. Discuss areas of performance improvement, lessons learned while trying to achieve performance goals, and what the employee should do different in order to achieve similar goals in the future. Identify your concerns and listen to the employee's explanations.
5. Focus on **future performance**. Involve the employee in developing action plans, identifying problems and resolution options. This can help the employee identify where he/she needs to take responsibility for improvement.
6. Make sure you and the employee have a **common understanding of future performance expectations** and come to an agreement on performance goals and targets for the upcoming year. Ask the employee to enter performance goals for next year into Workday upon completion of the review process.
7. Discuss the employee's interests and **potential new responsibilities and suggestions for development activities** (e.g., professional development, new assignments or projects). Discuss both of your roles in achieving new objectives while maintaining ongoing responsibilities.
8. **Conclude on a positive note**. Emphasize the benefits of your conversation and be clear that you remain available to respond to suggestions, questions or concerns.
9. Based on this meeting, you should reach **consensus regarding major job responsibilities, performance factors and goals**.

## THE FINAL REVIEW DOCUMENT

Once the manager and employee have acknowledged the performance review, it will route to your Vice President for final review. The review will then route to HR. Copies are available at any time in Workday.

## Preparing for Next Year's Performance Appraisal

The performance review process is a detailed process to understand and learn. Take some time to think about what materials, documents, information, etc., could have made this year's performance review easier for you to perform. In planning for next year's review, we offer the following suggestions:

1. Update the a job description for each employee reporting directly to you;
2. Stay connected to goals, objectives, or expectations set for the current fiscal year, and discuss them with the employee; use the 'My Team's Goals' report in Workday to reference goals set in the review.
3. Create a **Performance Improvement Plan** if performance did not meet expectations;
4. Establish the criteria that will be used to evaluate each employee during the next review cycle; and,
5. Establish meeting dates/times to discuss career planning and employee development.

These suggestions will assist you in increasing consistency among those you evaluate; performing a more thorough, results-oriented appraisal; effectively documenting performance throughout the year; and, providing clear goals and expectations.

Like anything else, the performance review process becomes easier with experience. After several evaluation cycles you will understand how to conduct, efficient and proactive, appraisals and you will recognize their benefit to you, the employee(s) you supervise, and the college.