University Libraries - Staff Performance Review Process

The Performance Review is intended to provide formal feedback on the job performance of an employee. The process is intended to provide constructive feedback that will help the employee to identify his/her strengths and/or weaknesses and enable him/her to improve his/her performance as might be appropriate. The formal review is not intended to take the place of regular ongoing feedback on job performance. Throughout the course of the review period, the supervisor is expected to be routinely giving the employee feedback on his/her job performance. Ratings given during the formal performance review should not come as a total surprise to the employee. The formal performance review should essentially be a documentation of what the employee already knows as a result of regular ongoing conversations with the supervisor during the review period.

Following is the procedure for completing the formal Performance Review in the University Libraries:

1. There are two types of formal staff performance reviews:
   a. A probationary review occurs when an employee has been in a position for six months. This applies to new hires as well as to existing employees who have changed positions.
   b. An Annual Review occurs when an employee has performed a job for 12 months. In the first year of employment, an annual review might occur when the employee has worked more than six months but less than twelve.
2. As of February 2011, either type of review is completed using the online Performance Review system implemented through the Human Resources Department.
3. The performance review is the formal documentation of the supervisor’s assessment of how well the employee is doing his/her job.
4. The supervisor is required to substantiate the ratings that he/she gives by citing examples and documenting the work of the individual. Very high ratings (4 or above) or very low ratings (below 3) require very strong supporting statements.
5. The Dean of University Libraries reviews all performance reviews to ensure that proposed ratings are adequately supported and also to ensure a degree of consistency in both quality and content throughout the University Libraries.
6. The supervisor must grant access to all performance reviews to the Dean of University Libraries so she can review it at two points in the process: (1) the draft (before it’s submitted to the employee) and (2) the final review (before it is submitted to Human Resources.)
7. When the draft is ready for review and the final is ready to go to Human Resources, the supervisor notifies the Dean of University Libraries via email at sford@memphis.edu so she can review the document.
8. Employees are encouraged to complete a self-evaluation and to provide input into his/her performance review. This provides an opportunity for the employee to objectively think about the job that his/she has done during review period. This is also a good time for the employee to identify and organize documentation relevant to his/her performance. The self-evaluation can serve as a reminder of things the employee did during the year that the supervisor might not remember.
9. The form to be used for the self-evaluation is a version of the official review form and is available on the Libraries’ intranet. It is the Savi able Performance Review Form available at http://www.memphis.edu/libraries/intranet/perform ance_review.php.
10. When the employee completes a self-evaluation, the supervisor should review it and discuss it with the employee. This should happen as a part of a face-to-face meeting. This can be a preliminary meeting in which the self-evaluation is discussed and later taken into consideration as the final review is prepared or it can be as a part of the formal performance review meeting.
11. While the self-evaluation is a useful part of the process and may inform the final evaluation, it should not be thought of as a substitution for the formal performance review.

12. If there is a significant difference between the employee's self-evaluation and the supervisor's evaluation, this might be an indication of a lack of common understanding of expectations, job responsibilities, and/or work procedures. It is the supervisor's responsibility to ensure that specific steps are taken to identify and rectify any misunderstandings in this regard.

13. When the final performance review meeting occurs, the employee and the supervisor meet face-to-face to discuss the final review.

14. After the face-to-face meeting, the employee has an opportunity to add any comments that he/she might wish to make a part of the official record. If comments are added, please inform the Dean of University Libraries so that she can be certain to review the comments.

15. The performance review process culminates with the development of a Planning Document which establishes the framework for the new performance review. This document identifies which of the evaluation criteria will be ones or twos in the next evaluation period. The plan for strengthening any identified weaknesses will be laid out here. If specific skill development is needed, the plan for achieving that will be included in this planning document. When appropriate, this is where priorities for the coming evaluation period will be documented.

16. The Planning Document is actually the first step in the evaluation process. It should be established at the beginning of the evaluation period and should be reviewed and if necessary adjusted during subsequent performance related meetings during the review period.

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