

POLICIES

Issued: June 13, 2017

Responsible Official: Executive Vice President and Chief Operating and
Financial Officer

Responsible Office: Human Resources

Policy Statement

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The performance of each staff employee shall be appraised annually in writing. The annual Performance Appraisal cycle for regular full-time and part-time Clerical/Supporting and Administrative/Professional employees ends April 30th of each year.

All supervisors/managers are required to attend a mandatory training session on the Performance Management Cycle and administration of the performance appraisal/annual review forms at least once, and retraining is mandatory in the event of significant changes to the program and/or forms.

Supervisors will review newly hired or transferred employees at the end of a six-month probationary period and annually thereafter.

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Purpose

To provide a formal and consistent method for documenting job performance and to illustrate the Performance Management Cycle: (1) setting performance standards, (2) communicating those standards and expectations, (3) monitoring employee performance all year, (4) giving ongoing feedback; and (5) writing and conducting the performance appraisal.

Definitions

**Performance Management
Cycle**

A set of performance standards used to communicate job expectations. During this cycle, supervisors and managers will monitor employee performance throughout the year and provide ongoing feedback. Writing and conducting the performance appraisal completes this cycle.

Rating Scale	A scale from 1 to 5 used to identify the level of performance.
Appraisal Factors	Agreed upon factors used to rate employee performance as it relates to job related skills and/or responsibilities. These factors are jointly identified by the supervisor and the employee at the beginning of the review period (usually 12 months prior).
Importance Rating Scale	Agreed upon ratings that are weighted based upon the degree of importance. Ratings are applied to each appraisal factor at the beginning of the review period. This scale ranges from 0, indicating not applicable, to 2, which denotes the highest level of importance to the position.

Procedures

Setting Performance Standards	At the beginning of the period for which the employee will be appraised (usually 12 months prior), the supervisor and the employee will discuss the importance of each appraisal factor on the Performance Appraisal form as it relates to the employee's job responsibilities. Optional factors that are job related may also be created. A minimum of eight factors must be selected.
Monitoring Employee Performance (All Year)	<p>The supervisor and the employee should meet regularly throughout the year to review progress, clarify standards and expectations, recognize performance results, and identify areas for improvement. Supervisors should provide feedback to assist the employee in achieving expectations. This feedback may take two forms:</p> <ul style="list-style-type: none"> • Motivational - to praise and recognize positive results • Developmental - to correct or improve performance and to set goals and objectives.
General Information	<p>Probationary Performance Appraisal. The Department of Human Resources will notify department/activity heads when six-month probationary performance appraisals are due.</p> <p>Rating. The overall performance rating will be maintained in Banner and may be considered when awarding merit increases.</p> <p>Retention. The Performance Appraisal form described in this policy is the official document retained in the personnel files for decisions regarding future promotions, merit, or disciplinary action.</p>
Writing and Conducting the Appraisal	The supervisor will rate each factor selected for appraisal (minimum of 8 factors) against the expectations, standards, goals, and objectives established at the beginning of the cycle.

The supervisor is encouraged to write supporting comments for every rating decision. The purpose of comments is to explain and justify the rating as well as to communicate to the employee how he or she can maintain and improve the rating on a particular factor.

Comments are REQUIRED for ratings below a three (3), "Unsatisfactory Performance" and "Needs Improvement to Meet Position Requirements." Comments are also REQUIRED for a five (5) rating, "Distinguished Performance."

After completing the Appraisal form, the rating scores will be automatically calculated. Refer to the Performance Appraisal Guide for instructions on manual calculations. The Appraisal form and the Appraisal Guide are available online from the Human Resources section of the following site: <http://www.memphis.edu/bf/forms/hr.php>

The supervisor will schedule and conduct a private discussion in person with the employee. Each appraisal rating will be explained, giving examples of expectations and standards and how they were or were not met.

The employee has the right to attach a written response to the appraisal.

The supervisor and employee must acknowledge all forms and memos in writing.

Communicating Standards and Expectations

Once the performance appraisal factors have been selected and rated for importance, the supervisor and the employee must collaborate on standards and expectations. They should create a document of understanding at the beginning of each performance management cycle, when a change in expectations occurs, or when a new incumbent is hired. The document will include:

- Name of the employee
- Position title
- Department/Section Information
- Performance Management Cycle/Period of Review
- Importance Ratings for selected factors
- Standards and expectations for each factor
- Goals and Objectives matched to factors, if applicable
- Acknowledgement by the supervisor and the employee.

FAQs

Whom do I contact with further questions?

For additional information email Employee Relations at emprrelations@memphis.edu

Can I save the form and return at a later date?

Yes. The appraisal document is an Excel form that may be saved and completed or amended at a later date.

When are performance evaluations due?

Performance evaluations for Clerical/Supporting employees and Administrative/Professional employees are due April 30th.

Where are the forms located on the Internet?

Performance Appraisal forms and reference guides are available at the following address: <http://www.memphis.edu/bf/forms/hr.php>

Revision Dates

HR5050 - Supersedes UM1242 March 22, 2018
UM1242 - Revised June 13, 2017
UM1242 - Revised February 2, 2005
UM1242 - Issued March 22, 2002

Subject Areas:

Academic	Finance	General	Human Resources	Information Technology	Research	Student Affairs
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