

Title/Subject: **PERFORMANCE REVIEWS**

Applies to: faculty staff students student employees visitors contractors

Effective Date of This Revision: September, 2012

Contact for More Information Human Resources

Board Policy Administrative Policy Procedure Guideline

BACKGROUND:

The performance review process is designed to foster regular and meaningful conversations between supervisors and their staff members. These serve to establish clear goals and performance expectations, provide continuous feedback and allow for ongoing future planning. Successful performance management must include planning, clear and honest feedback, coaching, and support throughout the year.

Note: The Performance Review Process is not to be used to address a performance issue which is of a job threatening nature. If this is the case at any time in the year, Employee Relations/HR must be contacted.

This policy replaces the policy entitled Performance Evaluations, which became effective July 1, 2006.

POLICY STATEMENT:

CMU requires annual, written performance reviews on all regular and provisional staff employees.

POLICY GUIDELINES:

The policy requirement of the completion of a formal annual review should *not* be seen as the end goal. Rather, it should be seen as the natural by-product of an ongoing, open dialogue that occurs frequently between a supervisor and an employee throughout the year.

The online system for Performance Reviews is found on Central Link at <https://netconnect.cmich.edu/PerformanceReview/?ticket=981df07beca04d25b762942a380a37fb>. The electronic tool found at this location should be used several times throughout the year to guide conversations to address the four major needs of employees:

1. Clear job expectations of *what* is to be done (Duties & Responsibilities and Goal – Projects –Initiatives sections) and *how* it is to be done (Performance Style section)
2. Praise and recognition for what is done well
3. Clear feedback for what could be improved or developed
4. What support, direction or assistance is needed

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PROCEDURES/CALENDAR:

Beginning of the Fiscal Year: Establishing Expectations

Clear expectations should be established at the beginning of the fiscal year (no later than August 31st) in a collaborative discussion between the supervisor and the employee. These expectations should be guided by and recorded on the online tool. This process should be informed by at least three primary sources:

1. Information from the recently completed annual review from the prior year.
2. Whatever CMU strategies and priorities have been established and communicated by this time
3. Input from the supervisor and employee concerning what projects, goals, and development opportunities which the employee should be working on this year.

Ongoing Conversations Throughout the Year: Reviewing Performance

The initial goals and expectations which have been set should be viewed as a living document. Change happens. Progress on the established expectations should be reviewed on an ongoing, as needed basis throughout the year and updated as necessary. Quarterly is the recommended minimum.

Documentation can be done at any time in the online system. Since written goals and expectations always provide greater clarity than verbal ones, it is strongly encouraged that official documentation in the online system be done at least 3 times in a given year: At the beginning of the year to establish initial goals and expectations, at mid-year (December – January) to record progress and changes to date, and for the formal end-of-the-year review to summarize an assessment of the entire year.

End-of-the-Year Review:

Performance will be reviewed at the end of the fiscal year. Supervisors must submit a final review to HR for all staff members by August 31st.

Supervisors have the option of asking staff members to do a **self-review** to assist in this process. Supervisors can then add their feedback to the document, using the employee's own comments as the foundation for their own. The supervisor will then meet with the staff member face to face (unless physically impossible) and discuss the review. If no changes are necessary, the supervisor can submit the review to HR.

If any changes are made as a result of the discussion, the supervisor would make comments of what the changes are on the electronic version, and submit them back to the employee, who could then add his or her comments. The employee would then submit it back to the supervisor, and the supervisor would then submit it directly to HR.

Central Michigan University reserves the right to make exceptions to, modify or eliminate this policy and or its content. This document supersedes all previous policies, procedures or guidelines relative to this subject.