

**Performance Program  
and Evaluation Training  
Supervisors of UUP Employees**

# Purpose

Per the *Policies*, each professional employee shall have his or her performance evaluated by the employee's immediate supervisor formally, in writing, once each year during the term of appointment and as changing conditions warrant, except where the employee is serving a final year in the University, following notice of nonrenewal.

# Purpose

The evaluation will:

- (1) Provide the college president with consultation in making a decision to renew or non-renew a professional employee's appointment;
- (2) Provide a base for performance improvement;
- (3) Serve as a guide to reevaluate job functions;
- (4) Provide the college president with consultation in a decision as to promotions and discretionary salary increases
- (5) Provide a basis for career growth.

# Performance Program

The Performance Program is the document that records the goals and objectives that employee is to achieve during the evaluation period, as well as appropriate criteria for evaluating the degree to which objectives are met.

It focuses the employee's talents and expertise on agreed-upon goals to facilitate their successful completion within the prescribed time-frame.

Well-crafted Performance Programs serve to support both university and department missions, motivate employees, remove ambiguity, and ensure compliance with established policies.

# Performance Program

Performance Programs should detail the evaluation period, supervisor, secondary sources\*, goals for the evaluation period, and measures by which the accomplishment of those goals will be determined.

*\*Secondary sources are agencies, offices, or individuals which will be involved with the performance of the employee and may affect the employee's ability to achieve the stated objectives. Sources listed in the program may be consulted in the evaluation process.*

# Performance Program

Goals should be specific, and state both long and short term objectives. Where possible, the program should state quantities of duties (e.g. once a month; every week), and relative percentages of the employee's obligation that each duty requires.

# Performance Program

Performance programs should not contain generic language or undescribed duties (e.g. “...and any other duties as assigned”), and should not contain duties for which the employee is receiving extra service payment.

# Writing performance goals

Performance goals should “SMART”:

|   |            |   |
|---|------------|---|
| S | Specific   | Clearly state the outcome expected from the employee.<br>A well-defined goal leaves no room for misinterpretation.                          |
| M | Measurable | Define exactly how you will know whether the employee is meeting the goal.  |
| A | Attainable | Be sure it is possible for the employee to achieve or meet the goal. Ensure they have the support and resources necessary to meet the goal. |
| R | Relevant   | Ensure the goal aligns with the employee’s position and with departmental and institutional goals.  |
| T | Time-based | The time frame for each goal. When do you need the goal completed by?   |

# Example performance goals

- Improve response time and resolution efficiency for IT support tickets submitted by faculty, staff, and students. Increase ticket resolution to 90% within 48 hours for all submitted tickets. Utilize the ticketing system's automation features, implement a tiered priority system, and participate in weekly team reviews to identify and address recurring issues. Achieve target response and resolution rates consistently each month, with monthly performance tracked and reported to the IT manager.
- Develop and implement a comprehensive cross-training program for the entire Payroll function including State payroll, Work-Study and Student Temp Service, Graduate Student payroll, Non-Resident Scholarships, and Time and Attendance rules and processing. A written plan needs to be developed and communicated to AVP for HR by no later than November 30, 20XX, with full implementation to be complete by August 1, 20XX. Payroll staff should be fully cross trained to interchangeably administer the payroll by pay period #11 -20XX.

# Performance Evaluation

Evaluation is a continuing process carried out on a daily basis, and the Performance Evaluation is a yearly, formal measure of performance against the objectives outlines in the previously established Performance Program. It should:

- Reinforce positive work habits
- Increase employee engagement
- Identify areas to improve
- Demonstrate respect and commitment
- Promote professional development
- Recognize and memorialize achievements
- Establish a baseline for potential promotions
- Ensure contractual compliance

# Performance Evaluation

The *Policies* outlines the following criteria on which the evaluation is based:

1. Effectiveness in performance
2. Mastery of specialization
3. Professional ability
4. Effectiveness in University service
5. Continuing growth

Supervisors must evaluate each individual goal outlined in the performance program, including comments for each goal, status of each goal, and a rating for each goal.

Supervisors must also give a summative rating (satisfactory or unsatisfactory) for the entire evaluation. When applicable, supervisors must also indicate their recommendation for renewal of the employee.

# Process Timeline

- Performance Programs run from July 15\* - July 14 of the following year. The process should begin on June 15 to have the program in place by July 10.

*\*Cannot start prior to employee receipt of performance program*

- New hires must have a performance program established within 30 days of initial appointment.
- Performance evaluations are an important piece of the renewal process. Term employees must have final evaluation no less than 45 days before notice date.

# Process Timeline

1. Supervisor requests from the employee an optional one-page summary of performance accomplishments achieved during the current evaluation cycle. Supervisors are encouraged to contact the secondary sources in the performance program to secure their perspectives regarding the employee's performance.



# Process Timeline

2. Supervisor prepares draft Performance Evaluation and Performance Program forms in the online system ([https://ww3.fredonia.edu/UUP\\_Performance](https://ww3.fredonia.edu/UUP_Performance)) and schedules a mutually convenient time to meet with the professional employee to discuss the evaluation and program.



# Process Timeline

3. Supervisor shares the draft documents and meets with the employee to review the draft documents. Supervisors and employees shall discuss:
- The nature of the employee's duties and responsibilities
  - Supervisory relationships
  - Functional relationships
  - Immediate and long-term objectives
  - Criteria for evaluation achievement of objectives

The supervisor may modify the performance documents based on the discussion.

**Note:** the program must be established and signed within 15 working days from the date of this meeting.



# Process Timeline

4. The supervisor locks the documents and secures the employee's signature on the Performance Evaluation and Program forms.

**Note:** Per the *Policies*, the employee's signature signifies only that the employee has received and discussed the evaluation with the immediate supervisor, and it does not represent agreement or disagreement with the performance evaluation and/or performance program.



# Process Timeline

The employee may, if they so elect, submit written commentary to the forms, and such commentary shall travel with the forms into the Official Personnel file. If the employee elects to offer written commentary, they shall do so within 10 calendar days of receipt of the forms.

If an employee receives an overall final evaluation rating of unsatisfactory and wishes to request a review, the employee has 10 days from the receipt of the evaluation make the request, in writing, to their immediate supervisor, the Chair of the Committee on Professional Evaluation, and the college president or designee.

# Process Timeline

- Before there is a change in supervisor, the current supervisor should complete evaluation for the employee before change occurs. New supervisor must create a new program upon the change as soon as practicable, within 30 days.
- As circumstances warrant, a new program may be established during the year, even if outside of the set annual timeline