

Purpose of Performance Reviews

The performance review is intended to be a fair and balanced assessment of an employee's performance. It is a time for the supervisor and employee to review the performance of the last year, give and receive feedback, clarify job duties, explain management's expectations, and set goals for the coming year. To accomplish a fair and balanced assessment, management must provide the employee an opportunity to express his/her opinions about the employment relationship. Even though the employee's past performance is reviewed, an essential component is planning for the next year.

Essential Elements of Performance Reviews

1. **Supervisor familiarizes themselves with basis from which to conduct the employee's review.** This should include reviewing job duties (using the position description) as well as the goals and objectives set by the employee in their prior year's review.
2. **Supervisor submits Online Performance Review (OPR) to their supervisor prior to meeting with the employee.** The purpose of this is for both supervisors to agree with the employee evaluation to ensure that a fair and balanced assessment will be provided and to discuss any expectations that need to be communicated to the employee.
3. **All parties will review the Performance Review (PR) online prior to meeting in person. Supervisor and employee discuss the performance review.** The performance review process must include one-on-one discussion between the supervisor and employee with both parties being full participants. The supervisor may ask the employee to complete a self-assessment before the review.
4. **Timeliness.** Performance reviews should cover the calendar year and must be submitted during the first quarter of the following year, no later than March 31st. Any supervisor that does not meet this deadline will require Dean's written approval to be eligible for a merit increase.
5. **Documentation.** This is now an online process and no paper forms need to be submitted unless there is a need for a Performance Improvement Plan (PIP) if rating is 9 or less. This must be sent to tcehr@utk.edu. Any additional documentation that either the supervisor or employee wants included in the employee's permanent personnel file may also be attached via the online review.

The Online Performance Review Summary Form

The Online Performance Review Summary Form is designed to record the results of the employee's evaluation. During the performance review meeting with the employee, use the PR Summary Form to record an overall evaluation in the areas of accomplishments; service and relationships; accountability and dependability; adaptability and flexibility; and decision making/problem solving. The ratings on this form will be used in determining merit pay if applicable.

Key Elements of Performance Review Summary

- **Accomplishments** – The extent to which the employee meets expectations in performing the job functions of his/her position as defined in documentation such as the position description, annual work plan, etc. Evaluate the employee's success in performing identified duties/areas of responsibilities. Use the PD or departmental goals and objectives to identify specific duties/areas of responsibilities.
- **Service & Relationships** – The extent to which the employee's behaviors are directed toward fostering positive working relationships in a diverse workplace, respect for one's fellow workers, and cooperation with students, customers, and visitors. Evaluate the employee's success in the areas of customer service, communication, interpersonal skills, diversity, and teamwork.
- **Accountability & Dependability** – The extent to which the employee contributes to the effectiveness of the department and the overall mission of the University. Evaluate the employee's success in contributing to the effectiveness of the department and the overall mission of the university. It is important to note that time off approved under FLMA may not be considered in the evaluation.
- **Adaptability & Flexibility** – The extent to which the employee exhibits openness to new ideas, programs, systems, and/or structures. Evaluate the employee's success in dealing effectively with additional responsibilities, learning innovative techniques, applying them to his/her job, and participating in appropriate training and development opportunities.
- **Decision Making & Problem Solving** – The extent to which the employee makes sound and logical job-related decisions that are in the best interest of the University. (As applicable, this element includes

developing and managing human and fiscal resources within the framework of University policy.) Evaluate the employee's success in making decisions, following safe work practices, and complying with the university's policies and federal, state, and local laws. If the employee performs a managerial function, evaluate the employee on his/her abilities to manage human and fiscal resources effectively, developing goals which support the university's and unit's mission, and setting appropriate examples for employee behavior.

Ratings

Expectations should be specific, measurable, attainable, realistic, and timely (SMART). An employee should be evaluated based on how well he/she has met the known expectations of his/her position. Evaluate the employee using the following options:

Consistently Exceeds Expectations (supporting documentation required)

Examples:

- Employee consistently completes tasks independently, early or on time, and will consistently seek ways to help others complete tasks and/or accepts additional tasks.
- Employee consistently demonstrates self-confidence in ability to complete tasks. Employee quickly adapts to changing circumstances.
- Employee proactively looks for opportunities to expand knowledge and applies it to their job.
- Employee continually works to establish and nurture relationships with co-workers.
- Employee consistently looks for ways to make work more efficient.
- Employee proactively communicates with others when an issue arises.

Fully Achieves & Occasionally Exceeds Expectations

Examples:

- Employee consistently completes tasks independently, early or on time, and will occasionally seek ways to help others complete tasks and/or accepts additional tasks.
- Employee generally acts quickly to resolve an issue.
- Employee is proactive communicating with others.
- Employee consistently applies knowledge learned through either external or internal resources.
- Employee adapts to changing circumstances.
- Employee expands knowledge and understanding of tasks, department and culture.
- Employee works on establishing good relationships.

Fully Achieves Expectations

Examples:

- Employee consistently completes tasks on time or in a timely manner with no intervention.
- Employee accepts responsibility for work.
- Employee continually applies knowledge in situations and proposes new ideas beneficial to self and team.
- Employee quickly implements new ideas suggested by others.
- Employee understands their own part of a team.
- Employee performance is steady and dependable.
- Employee works independently and identifies issues.
- Employee communicates effectively with others regarding purpose and importance.
- Employee occasionally will go above and beyond standards of work.

Sometimes Achieves Expectations

Examples:

- Employee sometimes does/sometimes does not complete tasks on time and may often have to be reminded to complete the tasks.
- Employee is inconsistent in meeting needs when given direction from others.
- Employee sometimes needs to be redirected.
- Employee rarely identifies issues or applies knowledge.

- Employee jumps to quick conclusions without weighing options first or researching further.
- Employee misses deadlines due to lack of organization and ability to prioritize.
- Employee infrequently works with or is unwilling to help others.
- Employee rarely involves others when working toward team goals.
- Employee waits for others to offer ideas and solutions.
- Employee reluctantly participates in informal or formal training suggested by others.
- Employee occasionally will show self confidence in work or speaking.

Unsatisfactory/Rarely Achieves Expectations (supporting documentation required)

Examples:

- Employee rarely completes tasks on time.
- Employee shows lack of self-confidence.
- Employee needs others to suggest a course of action.
- Employee is resistant to change.
- Employee is not interested in gaining knowledge or improving skills.
- Employee rarely fulfills team or individual responsibilities.
- Employee doesn't engage with others.
- Employee is inconsistent with identifying issues and resolutions.
- Employee frequently misses deadlines.
- Employee avoids dealing with problems or owning mistakes.
- Employee has ineffective communication skills.

Narrative

The supervisor **must** provide comments that support the rating for each category. Comments should include examples of performance that have occurred during the year.

Questions

Only one performance review may be submitted per staff member. If an employee is evaluated by more than one supervisor, the supervisors must come to agreement on one overall score.

If the employee disagrees with the evaluation, they should discuss their concerns with the supervisor. The employee's signature on the evaluation form does not signify agreement to the evaluation. It signifies that they have read and received the evaluation.

If a Performance Improvement Plan (PIP) is needed, please contact TCE HR at 974-1827 or tcehr@utk.edu before moving forward with the plan preparation as we must coordinate with campus HR **before** the PIP is provided to the employee.

Supervisors may click on [this link](#) for access to forms and other information. Performance review courses may be accessed by going to <https://kate.tennessee.edu/>.

Questions about performance reviews may be forwarded to tcehr@utk.edu.