

Title/Subject: **PERFORMANCE EVALUATIONS**

Applies to: faculty staff students student employees visitors contractors

Effective Date of This Revision: July 1, 2006

Contact for More Information: Human Resources

Board Policy Administrative Policy Procedure Guideline

BACKGROUND:

The performance evaluation process is designed to foster meaningful conversations between supervisors and their staff members. These serve to establish clear goals and performance expectations, provide continuous feedback and allow for on-going future planning. Successful performance management must include planning, clear and honest feedback, coaching, support and evaluation.

This policy replaces the policy entitled Performance Management, which became effective November 21, 2003.

POLICY STATEMENT:

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

DEFINITIONS:

Reviewing Authority: Reviewing authority is the person to whom your immediate supervisor reports.

POLICY GUIDELINES:

The following process will be used for all staff employees. Supervisors may use the forms available on the HR website at <http://www.hrs.cmich.edu/er/perf-mgt.htm> or continue to use the forms they have been using, provided the forms have prior approval of HR.

PROCEDURES/CALENDAR:

Establishing Expectations:

CMU priorities and strategies have been developed with the Vision 2010 plan. These will be reviewed and revised periodically with clear communication to the campus community on the future focus of the University. Division, department and individual priorities, strategies and initiatives will be developed annually which support Vision 2010. All priorities, strategies and initiatives for the upcoming fiscal year should be established, approved by the reviewing authority and clearly communicated by July 1.

This process is designed to facilitate communication between employee and supervisor, addressing expectations and performance. It is not critical that one particular means of communication is used, but whatever is used must address the critical areas designated on the performance management form. The current evaluation form allows the supervisor and staff member to complete the goals and primary responsibilities expectations category at the beginning of the fiscal year. At this

Authority: M. Rao, President; G.E. Ross, VP of FAS
History: Performance Management policy, 11-21-03
Indexed as: Performance Management; Evaluations of Employees

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time priorities and leadership style or core values and the related desired behavior should also be discussed. It is strongly recommended that progress be reviewed at least quarterly with discussions as appropriate. A formal written evaluation is required at the close of the fiscal year.

All supervisory staff must be evaluated on their knowledge and practice of principles required by EEO and affirmative action.

The process also includes a professional development plan which should be developed at the beginning of the year along with expectations. This is not intended to imply substandard performance but to identify particular areas where the staff member will focus for development in the following year. It also includes specific assistance the supervisor might provide. At the end of the year, the final written evaluation should address progress on the developmental plan.

Evaluating Performance:

Performance will be reviewed at the end of the fiscal year. Supervisors must evaluate all staff members by July 31. Although there is not a staggered schedule for completing evaluations, each level of supervision must assure that evaluations are being completed properly by the supervisory staff reporting to them. Failure to formally evaluate subordinates will result in a “below expectations” evaluation for the supervisor.

Supervisors have the option of asking staff members to do a **self-evaluation** to assist in this process. The self-evaluation is best done by using the same evaluation tool that the supervisor will be using. Supervisors can then add their comments to the self evaluation form, making it clear which comments are from the employee and which comments are from the supervisor. The supervisor may also decide to use the employee’s self-evaluation as the basis for their own evaluation.

CMU has high expectations for all employees. For employees in the **pay for performance** program (P&A-4,P&A-5,P&A-6 and Senior Officers), supervisors must rate overall performance as “Below Expectations” (BE), “Meeting Expectations” (ME) or “Exceeding Expectations” (EE). It is expected that meeting expectations will be challenging and not something simple to achieve. Exceeding expectations should be very, very difficult; but not impossible. Given our high expectations, it is anticipated that the majority of employees will receive the “meets expectations” rating.

A standard evaluation **form** has been developed and is available on line at <http://www.hrs.cmich.edu/er/download/performance-evaluation-form.doc>. Supervisors are not required to use the form and can do a narrative evaluation as long as it addresses all the required areas. Alternative forms addressing the same categories must be approved by HR.

Once the supervisor has completed the evaluation, he/she will share it with the reviewing authority who then signs designating their concurrence with the evaluation. The supervisor will then meet with the staff member and discuss the evaluation. The employee is asked to sign the evaluation form. The employee signature indicates that the employee has seen and discussed the evaluation, and does not imply the staff member agrees with the evaluation. If a staff member disagrees with an assessment, he/she may submit a narrative response within ten (10) working days of having received the evaluation. This response is to be given to the supervisor with a copy to the reviewing authority and HR office, and will be maintained with the evaluation document.

Once the evaluation has been discussed with the staff member, the original evaluation document must be sent to HR for the personnel file. Copies should be retained by the supervisor as well as given to the employee and the reviewing authority.

Employees who are rated as “below expectations” must have a formal performance improvement plan in place. This plan must be approved by Employee Relations/HR prior to discussing with the employee.

*Central Michigan University reserves the right to make exceptions to, modify or eliminate this policy.
This document supersedes all previous policies, procedures and directives relative to this subject.
Please refer questions or concerns to the Originating Department.*