



2020 PERFORMANCE APPRAISAL GUIDE FOR NON-UNION EMPLOYEES



June 2020



2020 Performance Review Process – Timeline

<u>Action</u>	<u>Date</u>
2020 Communication on Performance Review Process	4/15/20
Eligible employees list sent to administrators	4/17/20
Managers notify employee's self-appraisals are due	5/15/20
Managers write performance appraisals and obtain senior management support	6/05/20
Managers hold employee meetings and obtain department level signatures	6/18/20
Completed and signed performance appraisals submitted electronically or scanned to the HR Service Center	6/19/20

[UMMS Performance Review](#)

Performance Appraisal

The University of Massachusetts Medical School strives for continuous improvement as a learning centered community committed to organizational development. It is important that all employees understand how what they do each day contributes to the achievement of our goals in a manner demonstrating our values. While feedback is on-going, it is important to have a face-to-face discussion each year that is captured in writing to ensure that individuals and managers have a common understanding of progress. The performance appraisal is intended to be a fair and balanced assessment of an employee's performance. It is a time for managers and employees to give and receive feedback clarifying job duties, stating management's expectations, and setting 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.

Essential Elements of Performance Appraisal

Employee Self-Assessment

The self-evaluation process is an important starting point for gathering input beyond that of the "Manager." Employees are encouraged to complete a Self-Evaluation Appraisal prior to their performance evaluation meeting with their manager. The self-evaluation process allows for increased employee involvement in assessing strengths and areas in need of improvement, to identify discrepancies of performance between the employee and manager, and to conduct a more constructive evaluation meeting, thus increasing commitment to performance planning. The process is an opportunity for employees to document their accomplishments, performance concerns and professional development activities for the given review period.

Manager Evaluation of Employee Performance

1. Manager reviews the employee's performance on our enterprise-wide UMMS Core Competencies and the position specific responsibilities as well as the employee's accomplishment of the goals set for them at the beginning of the year.
2. The manager and employee meet to discuss the performance appraisal. The performance appraisal process must include a one-on-one discussion between the manager and employee with both parties being full participants.
3. Timeliness. Staff performance evaluations should cover the performance year and should be submitted by June 19, 2020.
4. Documentation. The signed Employee Performance Appraisal Form should be sent to the [UMMS Performance Review inbox](#).
5. If an employee receives a rating that they do not meet or need improvement a Performance Improvement Plan will be put together with the assistance of the Employee Relations Consultants.

Key Elements of the Employee Performance Appraisal

UMMS Core Competencies

There are six core elements to the Competency Model that apply to all employees at every level and a seventh that applies to those with supervisory and management responsibilities.

1. **ACCOUNTABILITY** – All UMMS employees hold themselves accountable for their actions and for producing expected results. They hold their colleagues to these same standards
2. **INITIATIVE** – UMMS employees are expected to take a proactive approach to work focusing on continuous incremental improvement in all areas as well as opportunities for innovation
3. **PROBLEM SOLVING/DECISION MAKING** – conveys the essential ability to make good decisions and respond effectively to challenges often under stress and with limited information.
4. **QUANTITY/QUALITY of WORK** – we expect UMMS employees to consistently produce a high volume of excellent work.
5. **SERVICE ORIENTATION** – our ultimate purpose is to provide superior service to all of our constituent stakeholders both internal and external and to always strive to exceed their expectations.
6. **DIVERSITY/INCLUSION** - You currently work in a department with employees from different backgrounds and experiences. You can demonstrate diversity and inclusion skills by engaging with these employees and encouraging feedback so that all have the opportunity to contribute equally.
7. **LEADERSHIP/MANAGEMENT** – people in roles involving coordination/ supervision of others are required to select and hire top tier talent, empower and inspire them to contribute to the full extent of their abilities, and to make sure that their teams achieve all organizational goals and expectations to which they are assigned.

Position Performance Review

JOB KNOWLEDGE/SKILLS/ORGANIZING WORK

- Understands work methods, policies, procedures, tools and technology
- Apply work knowledge to effectively complete assigned tasks
- Adapt to new or difficult procedures and/or changes
- Comply with all safety and quality assurance procedures
- Operate in a cost efficient and effective manner (adheres to budget) employees are appropriately recruited, selected, oriented, and acclimated to the organization
- Display strong planning, organizing and problem-solving skills
- Utilize time efficiently
- Follow through on assigned work

INTERPERSONAL SKILLS

- Maintain good working relationships with other employees and managers
- Work effectively as a member or leader of a team
- Interact with others in a helpful and courteous manner, internally and externally
- Maintain positive customer and staff relations
- Is respectful and civil to all people including those from different cultures and background
- Communicate information effectively

POSITION SPECIFIC COMPETENCIES

The position specific competencies allow for the documentation of additional skills that an employee utilizes in the course of performing their job.

OVERALL PERFORMANCE RATING

Goals

Review the goals that were set to be accomplished for the year and measure out the completion of these goals to prepare new goals for the coming year.

Goals should be S.M.A.R.T., which means, goals should be specific, measurable, achievable, results-focused, and time-based.