The University of Toledo strives to have employees evaluated on at least an annual basis.

The University of Toledo is committed to providing timely and relevant feedback to employees about their job performance, advancement opportunities, areas of strength and areas for improvement.

All management will have the overall responsibility of ensuring that all evaluations are completed and submitted to the Human Resources and Talent Development Department in a timely manner. Raters are expected to review the employee’s past performance for the entire reporting period.

All scores will be substantiated with evaluator comments. The comments are to be as objective as possible. Additionally, any rating that is less than “meets expectations” or a rating of 2 or less in any one of the pillars must have an action plan. The action plan should include dates of next review in those areas identified as needing improvement and consequences for failure to meet expectations.

Each evaluation will include as part of the process an interview between the rater and the employee giving an opportunity for each to discuss the ratings. During the evaluation interview the rater and the employee should discuss each dimension rated and the reason for the rating. At this time the two parties should discuss and document any future job performance expectations.
At the conclusion of the evaluation interview the rater and the employee being evaluated will have the opportunity to make additional comments on the form. At a minimum, the rater, and the employee are required to sign the evaluation. Depending on the level of the rater another level of review will be required. The signature memorializes the date the evaluation procedures occurred, and does not indicate agreement by the employee. The employee may submit a rebuttal to the evaluation to their direct supervisor or to the Human Resources and Talent Development Department within ten (10) business days. The rebuttal shall be attached to the evaluation document. A copy will be maintained in the department file as well.

(D)   Key Foundational Elements for Performance Management

The University provides standardized performance evaluation forms and support tools. Each department is required to use these forms; however, additional evaluation aspects may be added after consulting and collaborating with the Human Resources and Talent Development Department. Performance management is an on-going process that occurs during the rating period. Key elements to this process include:

(1) Performance planning- Clear performance objectives are identified and communicated at the beginning and throughout the performance cycle. These performance objectives should align with unit and university goals and institutional values.
(2) Coaching- Coaching is a tool used to help develop the employee and utilizing their talents for individual and institutional success. Coaching should occur on a regular basis and include a discussion of professional development.
(3) Feedback- Feedback is information about observed behavior that is appreciative or constructive. Customers, peers and direct reports can provide important feedback to supplement the supervisor’s observations. It is important to gather informal feedback as appropriate throughout the year.

(E)   Responsibility

The Human Resources and Talent Development Department is authorized and responsible for developing tools and procedures for effective performance management. Departmental heads and supervisors are responsible for developing a successful performance culture.

(F)   Types of Evaluation

(1) **Mid-Probation:** Hourly employees in a probationary status may receive an evaluation at the mid-point of their evaluation period. The feedback maybe informal (verbally) or formal (documented).
(2) **End of Probation:** Hourly employees in a probationary status may, as appropriate, receive a final probationary evaluation prior to the end of the probationary period. Probationary periods maybe extended by mutual agreement of the appropriate parties.
(3) **Annual:** All employees are to receive an annual performance review.
(4) **Special:** Individuals may have their performance evaluated outside of the evaluation schedule.

(G) **Annual Due Dates**

(1) **PSA:** All PSA employees will be evaluated annually, based on the pillar system. The PSA evaluation period will be April 1st to March 31st of the following year, unless an evaluation was given within six (6) months of the end of the period being evaluated.

(2) **CWA:** CWA employees, please refer to the collective bargaining agreement for the evaluation period.

(3) **AFSCME:** The annual evaluation due dates are to be staggered throughout the course of the year. This is in an effort to offer relief to departments with large numbers of employees. The staggered due dates will be split alphabetically based on the last name of the employee. Please refer to the chart below for the next three evaluation cycles and due dates. Beginning in 2015 all performance evaluations will be done on an annual basis based on last name.

<table>
<thead>
<tr>
<th>ALPHA</th>
<th>RATING PERIOD</th>
<th>DUE DATE</th>
</tr>
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<tbody>
<tr>
<td>A-D</td>
<td>4/1/12-3/31/13</td>
<td>6/1/2013</td>
</tr>
<tr>
<td></td>
<td>4/1/13-12/31/13</td>
<td>3/1/2014</td>
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<tr>
<td></td>
<td>1/1/14-12/31/14</td>
<td>3/1/2015</td>
</tr>
<tr>
<td>E-K</td>
<td>4/1/12-3/31/13</td>
<td>6/1/2013</td>
</tr>
<tr>
<td></td>
<td>4/1/13-3/31/14</td>
<td>6/1/2014</td>
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<td></td>
<td>4/1/14-3/31/15</td>
<td>6/1/2015</td>
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<tr>
<td>L-P</td>
<td>4/1/12-3/31/13</td>
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</tr>
<tr>
<td></td>
<td>4/1/13-6/30/14</td>
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<tr>
<td></td>
<td>7/1/14-6/30/15</td>
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</tr>
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<td>Q-Z</td>
<td>4/1/12-3/31/13</td>
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<td>12/1/2014</td>
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<tr>
<td></td>
<td>10/1/14-9/30/15</td>
<td>12/1/2015</td>
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</tbody>
</table>

** In cycle period 2013-2014, dates are adjusted and may either exceed twelve (12) months or be less than twelve (12) months.

(H) **Evaluation Process Responsibilities:**

(1) The Human Resources and Talent Development Department track evaluations received and processed. It is the Department Director’s responsibility to ensure that all evaluations are completed thoroughly and timely.

(2) The Human Resources and Talent Development Department will not be responsible for any name changes. Any name changes (ex: maiden name to married name) will not be used in deciding the evaluation cycle. The former name will be used to decide the evaluation cycle and the evaluator must use the original evaluation cycle.
(3) It is the responsibility of the evaluator to record their assessment of the employee for the various pillars listed on the performance appraisal tool. The evaluator’s assessment will be based on objective and demonstrated supportable data consistent with job duties contained in the employee’s job description. Consider the following:

- Work product documentation(s)
- Written observation of job performance
- Significant job related incidents
- Supplemental Feedback- job related observations of others who work closely with the employee including appropriate supervisors or managers
- Goals and objectives as they relate to the employee’s responsibilities

(4) If the employee has changed supervisors within the rating period prior to the due date of the annual performance review, the new evaluator is to consult with the previous supervisor and complete a joint performance review. If the previous supervisor is not available, consultation with another person knowledgeable of the employee’s past performance should be made.

(5) Where the employee receives a rating less than “meets expectations” or a rating of 2 or less in any pillar it is mandatory that comments are included on the corrective action plan which indicates how the employee can reach an acceptable level of performance.

(6) It is the responsibility of the evaluator to ensure that the employee’s evaluation is conducted in accordance with procedures outlined by Human Resources and Talent Development.

(7) Mid and end probationary evaluations are the overall responsibility of the department directors. In the event that the employee is unsuccessful in their probationary period the department director/designee is to contact the Human Resources and Talent Development Department prior to the due date. Probationary removals must be authorized by an Appointing Authority of the University.

(8) The original evaluation document is submitted to the Human Resources and Talent Development Department for processing. A signed job description is also to be attached to the performance evaluation; if required.

Approved by:

Lloyd A. Jacobs, M.D.
President

July 16, 2013
Date

Review/Revision Completed by:
Vice President for Administration
Human Resources and Talent Development Department

Policies Superseded by This Policy:

Previous 3364-25-45 Performance evaluation, non-faculty, effective date April 1, 2011

Initial effective date: April 1, 2011
Review/Revision Date: May 7, 2012  July 16, 2013
Next review date: July 16, 2016