



Performance Management Review Guidelines

One of the driving forces behind the current University of Tennessee Foundation (UTFI) structure is the desire to create a culture that recognizes and rewards outstanding performance. Outstanding performance contributes to UTFI's overall success, aligns individual conduct with the values of UTFI, and facilitates professional development and career progression. UTFI's performance management program is designed to help employees achieve outstanding performance.

PERFORMANCE MANAGEMENT

Performance management is the process of coaching, developing, managing and evaluating employees. It is a consistent process for assessing and developing individual performance. The process provides ongoing feedback and coaching for success and developing talent while providing a tool for measuring what individuals achieve and how they achieve it.

There are three major steps in the performance management program:

1. Planning, which should take place in May/June

Planning is the foundation of the entire Performance Management process. In this step, individual performance as well as development goals and objectives are set for the upcoming calendar year performance period. Goals should be Specific, Measurable, Achievable, Relevant, and Time Based (S.M.A.R.T.). Goals that are SMART increase employee motivation, and commitment to goal attainment, leading to greater performance and productivity.

2. Coaching and feedback, which should occur throughout the year

Regular communication between the supervisor and employee is critical during the coaching and feedback phase of the performance management cycle. Through formal and informal conversations, both parties are kept abreast of progress toward the successful completion of goals and expectations.

3. The formal performance review, which is completed in June for the fiscal year just ended and submitted to UTFI Human Resources no later than August 31.

- a. Supervisor reviews the performance of the employee to ensure attainment of goals and objectives, improve communication, and promote career growth and development. The evaluation process involves assessing an employee's work performance during the review period based on goals, objectives, and outcomes.
- b. Supervisor and employee discuss the performance review. The performance management process must include one-to-one discussion between the supervisor and employee with both parties being full participants.

- c. Timeliness. Performance reviews cover the fiscal year and should be completed during June of the year immediately following the year under review.
- d. Documentation. The [Performance Management Form](#) and any required statements/documentation must be sent to the UTFI Human Resources Office no later than August 31. Any additional documentation that either the supervisor or the employee wants included in the employee's permanent personnel file may be included.
- e. Compensation. The performance review is the basis for all decisions concerning compensation, both merit increases and any performance compensation.

The Performance Management Form is designed to document the formal performance review. It records the results of the employee's evaluation and overall performance.

PERFORMANCE FACTORS –Use this section to evaluate the employee on the following factors:

- **WORK RESULTS** (Accomplishments/Accountability) – Understands individual and unit goals and how the employee's role supports and contributes to the UTFI mission and goals. Demonstrates the professional, administrative, supervisory, and/or technical knowledge required to perform job successfully. Consistently completes assignments in a timely manner with the desired level of quality and quantity. Follows up on the outcome of work efforts to ensure desired results.
- **CUSTOMER SERVICE** (Integrity) –Makes excellent customer service a top priority and constantly seeks to improve customer service. Responds to changes in what customers want and need. Delivers on promises made to customers and follows up appropriately.
- **TEAMWORK** (Relationships) – Builds and maintains effective working relationships with others – both internally and externally.
- **PROBLEM SOLVING/DECISION MAKING** (Innovation) Analyzes situations and resolves problems and challenges effectively. Recognizes when supervisory input is necessary and seeks guidance. Uses relevant information to diagnose problems. Makes appropriate decisions and accepts responsibility for decisions.
- **INTERPERSONAL AND COMMUNICATION SKILLS** (Transparency) –Expresses ideas in a clear, concise, and effective manner. Listens attentively. Openly shares information and keeps all relevant parties updated.
- **DIVERSITY** (Respect) - Understands the impact of culture/background on the behavior of others. Respects differences in a culturally diverse environment.
- **LEADERSHIP** –Works collaboratively to develop goals and objectives and establish long-range courses of action to accomplish goals. Understands and supports the vision of UTFI.
- **PEOPLE MANAGEMENT** (If applicable) – Manages staff effectively; coaches employees to improve performance and ensure understanding of unit goals and employee roles/responsibilities.

PROFESSIONAL DEVELOPMENT – Use this section to list all training sessions, conferences, and seminars attended for the Evaluation Period.

OTHER ACCOMPLISHMENTS - Use this section to identify any development goals or special onetime accomplishments that went beyond the regular job expectations and are not covered elsewhere in the evaluation.

ACTION STEPS - Use this section to list goals/objectives for the next review period.

OVERALL ANNUAL RATING – Use this section to provide an overall rating for the year. If the overall performance rating is “Needs Improvement” or “Unacceptable,” a performance Improvement Plan must be created. For assistance creating a work improvement plan, please contact UTFI Human Resources.

ROLE OF THE EMPLOYEE, SUPERVISOR, HUMAN RESOURCES

Employee:

- Take initiative to develop his/her plan.
- Seek regular feedback from supervisor.
- Work with supervisor to set SMART goals and to understand performance expectations.
- Work with supervisor to set target dates for goal completion.

Supervisor:

- Review the following before developing goals: UTFI and unit goals and objectives, previous year’s objectives and performance evaluation, customer feedback, employee’s skill set and development opportunities.
- Set aside adequate time and schedule a goal setting meeting before the annual review.
- Involve employees in the process (seek their input and ask for their ideas).
- Use the SMART method to develop goals
- See [Performance Management Guide for Supervisors](#)

Human Resources:

- Offer assistance and guidance in performance management best practices.
- Provide assistance in developing a Performance Improvement Plan.
- Track and record overall performance rating.