**PURPOSE**

To provide University management with a constructive method for measuring performance, establishing goals, enhancing skills, and providing regular opportunities for feedback.

**POLICY**

The University requires employee performance to be evaluated at least once each year by the appropriate supervisor in order to determine work effectiveness, promote productivity through measurement and constructive counseling, develop skills and career progression, and provide recognition and stimulate morale. Each Human Resources Office will provide an evaluation tool, process, and time line with which to measure the work performance of University employees in a consistent manner. Performance evaluations may be conducted as often as necessary for employees with special work problems or to justify disciplinary action or dismissal.

**PROCEDURE**

The work performance of every employee must be evaluated at least once each year. The standard Performance Evaluation Form, or an alternative form approved by the applicable Human Resources Office, should be used. We encourage supervisors to provide regular feedback of an employee's performance during their probationary period. Departments may obtain Performance Evaluation Forms from their applicable Human Resources websites. It is recommended that performance criteria and evaluation tools should include:

1. Assessing performance in relation to the appropriate job competency, skills, and accountabilities
2. Assessing the achievement of previously agreed upon objectives, action plans and professional development goals
3. Employee's self-appraisal in relation to "1" and "2" above is highly encouraged
4. Soliciting views of others familiar with the employee's performance is highly encouraged.

The supervisor must then conduct a personal interview with the employee in an appropriate and confidential setting to discuss work performance since the last evaluation. The supervisor should be prepared to discuss the employee's strengths and opportunities to improve, career interests and development possibilities, potential for assuming additional responsibilities, goals achieved, future goals and personal/professional development plan. The employee should have ample opportunity to raise questions and make comments. The overall performance rating on the form must be brought to the attention of the employee during the evaluation meeting and the employee should be encouraged to enter comments on the Performance Evaluation Form. Plans for improving the performance of an employee should be detailed on the Performance Evaluation Form or on separate attachments.

**School of Medicine**

When an employee's overall performance rating is "Requires Improvement", the supervisor should, prior to the interview, develop a plan for improving the performance of the employee. Such plans for improving the performance of the employee may be discussed with a Human Resources representative before the evaluation
meeting. The employee whose performance needs improvement should be monitored regularly and given feedback on performance and progress against the developed plan.

**Coral Gables and Rosenstiel**

When an employee’s overall performance rating is “Needs Improvement” or “Unsatisfactory”, the supervisor should, prior to the interview, develop a plan for improving the performance of the employee. Such plans for improving the performance of the employee may be discussed with a Human Resources representative before the evaluation meeting. The employee, whose performance is rated as such, should be formally re-evaluated within 30-90 days.

Supervisors should provide sufficient comments to clarify performance ratings. Human Resources will assist with the preparation of appropriate action plans. The evaluation form is signed by the supervisor. Employees are to be asked to acknowledge, by their signature, that the evaluation meeting was conducted. Their signature does not indicate agreement with the evaluation but rather that the evaluation meeting occurred. Supervisors should provide employees a copy of the completed performance evaluation. Completed and signed Performance Evaluation Forms must be sent to the respective Human Resources Office. Performance Evaluation Forms are included, along with employee comments or attachments, as part of the employee's permanent personnel file. Special evaluations may be conducted as appropriate and will also become part of the employee's personnel file.