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Section 1.0: Performance Management Program Overview

1.1: What is Performance Management?

Performance Management is an ongoing communication process that involves both the supervisor and employee in assessing the employee’s performance by:

- identifying and describing essential job functions and relating them to the mission and goals of the organization
- developing realistic and appropriate performance standards
- developing realistic and functional goals for employees related to the university and the duties they perform
- giving and receiving feedback about performance
- writing and communicating constructive performance evaluations
- planning educational and development opportunities to sustain, improve or build on the employee’s work performance

1.2: INDIANA UNIVERSITY SOUTH BEND Performance Management Program (PMP)

- **Purpose:** To continually enhance the Indiana University South Bend performance management process to achieve company best practices standards through the evolution and implementation of processes, procedures and tools.

- **Standard Goals of a Performance Management Program (PMP)**
  - Provide all employees with realistic and measurable performance goals related to the job they perform on a regular basis.
  - Provide timely and comprehensive regular feedback to employees related to their performance during a review cycle.
  - Engage the employee into the review processes and create an investment in their performance and development.
  - Based on performance management results, provide the employee with developmental plans that are developed as a joint effort between the supervisor and the employee.

Section 2.0: Annual Performance Review Timelines and Milestones

2.1: Annual Performance Review

- **Purpose:** To assess and measure employee’s performance on an annual basis around predetermined department and individual performance goals. The annual reviews afford the supervisor and the employee to identify and plan for the employee’s development during the next review cycle.

- **Timelines:** The following are milestones associated with actions you will take on preparing a review.

<table>
<thead>
<tr>
<th>Steps</th>
<th>Targeted Completion Date</th>
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<tbody>
<tr>
<td>Step 2: Employee Annual Goals</td>
<td>Friday, Feb. 5, 2016</td>
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<td>Step 3: Employee Goal Review Meeting</td>
<td>Friday, Feb. 12, 2016</td>
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<td>Step 4: Optional Process Employee Self Review</td>
<td>Friday Feb. 12, 2016</td>
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<td>Step 5: Review Preparation</td>
<td>Friday Feb. 26, 2016</td>
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<td>Step 6: Employee/Supervisor Final Review Meeting</td>
<td>Friday Mar. 4, 2016</td>
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<tr>
<td>Step 7: Finalize and Submit Review</td>
<td>Monday Mar. 11, 2016</td>
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</table>
Completion of Annual Performance Reviews: all reviews should be completed and submitted to Indiana University South Bend HR by **Friday, March 11, 2016**

**Supervisor Expectations:**
- All Annual Performance Reviews should be comprehensively completed according to the timelines above.

### Section 3.0: Indiana University South Bend Performance Review Process

#### 3.1: Pre Review Preparation

- **Enter Goals on the Review Form:**
  - Enter any and all agreed upon SMART goals that were active during the review period on the *Indiana University South Bend Annual Performance Review Form*. (See Appendix 4.1 for example form)
  - If a supervisor did not assign goals, prepare goals based on the duties outlined in the employees position description and/or projects/assignments the employee worked on during the year. (See Appendix 4.2 for instruction on writing SMART goals)

- **Meet with Employees:**
  - Set up and conduct a 1:1 meeting with each employee who will be reviewed.
  - Review the goals that the employee will be reviewed on for the last review cycle (2015) and reach agreement that the stated goals are relevant and timely.
  - **Tips:**
    - Allow enough time (30 minutes-1 hour) with no interruptions, in a private location.
    - Encourage a dialogue around the goals that will be used in the annual review.

- **NOTE: Employee Self Review:** Self Reviews are an optional step for the 2015 reviews. If you typically ask an employee to submit a self-review, please see Appendix 4.3 for guidelines. If you do not, then you can skip this step.

#### 3.2: Annual Review Form Preparation

Using the *Indiana University South Bend Annual Performance Review Form* complete the following activities:

- **Enter Goal Feedback**
  - Provide feedback summarizing the achievement or lack of achievement of the goal during the review cycle (2015)

- **Barriers to Achieving Goals**
  - List any precipitating events and/or situations that prevented the employee from fully meeting the goal(s).

- **Development Plan**
  - List areas for development based on the employees reported needs (in their self-review) and the manager’s assessment of developmental needs.

- **Praise and Recognition**
  - List any key accomplishments beyond what is listed in the goal sections or in the feedback.

#### 3.3: Employee/Manager Final Review Meeting

- **Preparing for the Final Review Meeting**
  - Set Time with the Employee to review
    - Goal(s) results/feedback,
    - Professional Development/Growth Plans and
    - Outline and discuss 2016 Goals.
  - Allow enough time (30 minutes-1 hour) with no interruptions, in a private location.
  - Have two copies of the completed *Indiana University South Bend Annual Performance Review Form*
  - **DO NOT** simply hand the review to the employee and tell them to read it and then ask for comments.

- **Present the Completed *Indiana University South Bend Annual Performance Review Form***:
  - Performance Goals: present, discuss and agree upon the results/feedback of each goal.
Developmental needs: present, discuss and agree upon developmental needs you believe the employee needs to focus on.
- Mutually outline with the employee the goals they will work on during 2015 review period.
- Give the employee one of the review forms and ask them provide comments regarding the feelings about the completed review results.

Tips:
- Invite comments and dialogue.
- Prepare examples of behaviors and results.
  - (This is why it is important to keep supervision notes, etc. during the year.)
- If the employee has had performance issues over the last year, be direct regarding your concerns. You may want to ask the employee to develop a plan of how he/she is going to correct the issues.
- Give the employee positive feedback and recognition when and where it is deserved.

3.4: Finalizing the Review
- Make any agreed upon adjustments to the review document
- Secure signatures
  - Employee Signature
  - Supervisor/Review Supervisor (person preparing the review)
  - Supervisor Administrative Head (the person approving supervisor review)
- Submit final signed final review document to the HR department either by paper copy or scan and email to jikeller@IUSB.edu

Revised and updated
Interim Vice Chancellor for Administrative and Fiscal Affairs
January 29, 2016
Department Objectives:

- **Group/department/team goals:** determine via holding a department meeting and/or asking for input via email. If you have several employees performing the same type of work, the same goal can be applied to all. This section may also include a 5-year plan for the department that encompasses individual goals for each employee.

**Initial Goals:**

**End of Year Feedback:**

Individual Objectives:

- **Goals for upcoming evaluation period:**
  
  **Initial Goals:**

  **End of Year Feedback:**

- **Barriers to achieving goals set for evaluation period:**

  **Initial Comments:**

  **End of Year Feedback:**

- **Customer service:** who are your direct and indirect customers, how does your position interact with customers, what will you do to provide positive customer service.

  **Initial Goals:**

  **End of Year Feedback:**
• **Attendance:** what is expected

  *Initial Goals:

  *End of Year Feedback:*

• **Technical skills:**

  *Initial Goals:

  *End of Year Feedback:*

• **Professional Growth:** education; experience; attendance; customer service; relationship building; technical skills, etc. that will be necessary for desired growth.

• **Praise and Recognition:** Genuine praise and recognition for two (or three) things where the employee excels. What he/she particularly contributes to the university community, or specific things he/she did in the past year that was particularly outstanding. Examples could be participation on search and screen committees; biweekly or professional staff councils; assistance on special event committees; volunteerism, etc.
**Employee Comments:**

By signing below you are acknowledging that you have received and discussed this evaluation with your supervisor and have been given the opportunity to respond. Signature does not imply agreement with evaluation.

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**Completed and signed annual evaluation should be submitted to the Office of Human Resources no later than March 11, 2016.**
Appendix 4.2: SMART Goals

S.M.A.R.T. is an acronym for the 5 steps of specific, measurable, achievable, relevant, and time-based goals. It’s a simple tool used by businesses to go beyond the realm of fuzzy goal-setting into an actionable plan for results.

**Specific** - A specific goal has a much greater chance of being accomplished than a general goal. A specific goal should be: Detailed, Focused, Well-defined, Straight-forward, Action-oriented, start with words such as develop, implement, execute, conduct, build and answers the following questions:
- What am I going to do?
- Why is it important to do this?
- Who is going to be involved?
- How am I going to do this?
- Purpose or benefit of accomplishing the goal.

**Measurable** - Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track.
- Goals must be able to be measured to determine if they have been achieved
- If you can’t measure it, you can’t manage it
- Tangible evidence of completion
- How will I know when it is achieved?
- What measurements can I use?

**Attainable** - Make sure that you can actually accomplish them and they are not just a vision. They should challenge you but not be unattainable and cause frustration. Do you have the resources to accomplish, i.e. skills, funding, equipment, and staff.

**Relevant** - Do the individual goals align with the department goals or company goals? The completion of the goal should be important to you and the organization and should be significant

**Time-bound** - Have specific deadlines for completion and creates sufficient urgency and leads to action. Possibly break into small parts with separate dates for complex objectives or when individuals need to be kept on task
Appendix 4.3: Employee Self Review

Meet with Employees/Outline Self-Review Process:
- During the goal review meeting (see above) instruct the employee on what they are expected to complete on the self-review.
  - Employee completes the End of Year Feedback section under each goal on the Indiana University South Bend Annual Performance Review Form. The employee should outline their impressions of how they feel they did in achieving each specific goal.
  - Employee outlines any needs or ideas for their development in the Professional Growth section.
- Either; provide the employee with a hardcopy of the goal populated review form (if they do not have computer access) or email them a copy of the goal populated review form.

Completion and Return:
- Employee returns completed review form to their manager once completed and within the predetermined timelines. (all self-reviews must be completed by Friday February 6, 2015)

  NOTE: If an employee does not complete their self-review in the time frame agreed upon, the manager should complete the review without the employee input.

Using the Self-Review
- Once the supervisor has received the employees self-review they should begin the review writing process.
- The review process involves the supervisor providing feedback on each specific goal listed taking into account both the supervisor and the employee’s perception of goal attainment.
- Supervisors should consider the employees development needs outlined in Professional Growth section of the self-review.