

## MANAGERIAL/CONFIDENTIAL EMPLOYEE EVALUATION – GUIDELINES

Each managerial/confidential employee at the University of Connecticut will participate in the annual performance review process. The process is designed to provide employees with an assessment of their performance; identify strengths and/or areas of concern in an employee's job performance; and provide an opportunity for employee and manager to meet and clarify job expectations. The Managerial and Confidential Employee Evaluation forms consist of three sections:

### **Section 1 – Employee Self Evaluation**

This section of the performance process is optional, to be completed by the employee and returned to the manager. Although the review is primarily the responsibility of the manager, the annual review is structured to enable staff to participate in the assessment of his/her job performance.

### **Section 2 – Supervisor's Evaluation**

This section is to be completed by the manager in direct supervision of the employee. The section includes rating areas that must be completed or marked "N/A" (not applicable). The real value of the annual review lies in the communication between manager and employee concerning what has been done well, and where further growth should be directed. Summarizing the year's performance, providing constructive feedback on strengths and weaknesses, identifying accomplishments, and specifying corrective action and avenues for professional growth are key managerial appraisal tasks. It is always helpful to use the employee's self-evaluation as a reference.

### **Section 3 - Goals**

This section documents the goals and expectations for the upcoming review cycle and is a part of the discussion process (see below). Goals should be **specific, measurable, attainable, relevant, and tangible** (SMART).

Discussion of the evaluation with the employee and identification of expectations is the official end of the performance cycle. The discussion should be private and should touch upon the activities of the past year as well as goals for the upcoming rating period. At this discussion the manager should obtain the employee's signature on both Sections 2 and 3 (Supervisor's Evaluation and Goals). The signature of the employee indicates that the evaluation was reviewed and does not necessarily indicate their agreement with the assessment. The manager must sign Sections 2 and 3, and provide the employee and Human Resources with a copy.

- Though this is the end of the official process, it is recommended that the manager continually provide feedback to the employee throughout the performance year.
- If the manager has supervised the employee for less than six months the previous manager should be consulted to obtain performance information, if possible.

## Preparing for the Performance Evaluation

Meaningful annual performance evaluations should be viewed as one aspect of creating and maintaining a respectful, effective, and diverse work environment which recognizes the value and contribution of every member of the University of Connecticut team. The performance evaluation process is one of the most important ways that managers have of fulfilling their responsibility to our workforce to ensure that employees are aware of what is expected of them; receive timely feedback about their performance; receive opportunities for education, training, career development, and promotional opportunities; and receive recognition in a fair manner.

Preparing for the employee performance evaluation can add benefit to this process for manager and employee alike and can be the key to conducting a successful review. Managers need to know the purpose of evaluations, the pitfalls to avoid, and the effective methods for conducting the review and following up with employees.

Managers should prepare for the evaluation meeting by first reviewing the employee's prior year evaluation goals, which were discussed and agreed upon at that time. Managers should also consider what the employee did well, what positive feedback can be given, what areas need to be improved, what activities have reflected well or poorly on the employee's performance, if the employee successfully reached last year's goals, and the accomplishments the manager would like to see reached in the coming year.

Before issuing a minimally successful or unacceptable overall rating for an employee, the manager should review the evaluation with the Office of Faculty and Staff Labor Relations at 860-486-5684.

In conducting the evaluation review with the employee, the manager should:

- **Be specific.** Give specific examples of what the employee did to achieve, or fall short of, the goal.
- **Give deadlines.** If you want to see improvement, give the worker a time line to turn things around. If you expect something to be done by a certain date, say so.
- **Be honest.** If you avoid telling an employee about performance problems, the employee won't know that he or she needs to improve. Be sure to give the bad news, even if it is uncomfortable.
- **Be complete.** Write your evaluation so that an outsider reading it would be able to understand exactly what happened and why.
- **Listen to your employees.** Ask employees what they enjoy about their jobs and about working at the University of Connecticut. Also ask about any concerns or problems they might have regarding their jobs.
- **Set reasonable goals** which have measurable outcomes.