

## **ANNUAL PERFORMANCE REVIEW PROCESS INSTRUCTIONS**

At CWRU, regular communication between an employee and supervisor about job expectations and performance is expected, and annual reviews are required per the [Annual Performance Review Process Policy](#) and [Annual Performance Review Process Procedure](#). Periodic performance discussions – formal and informal – throughout the year (including a mid-year review) are encouraged.

The purpose of the Annual Review is to provide summary feedback to staff members on their performance for the prior year, and to provide clear goals and development plans for the coming year. Engaged supervisors who offer frequent constructive feedback and provide guidance in setting goals can help employees develop professionally and enhance performance.

The Annual Review is tied to compensation increases; **any increase is merit-based, not a cost-of-living increase.**

The Annual Review consists of three documents: (1) the Self-Assessment; (2) the Performance Evaluation; and (3) the Salary Merit Addendum.

### **STEPS**

#### **Notification of Annual Review**

1. Supervisor receives notification from HR Records or their Management Center HRA that Employee's Annual Review date is upcoming by receiving the Salary Merit Addendum.
2. Supervisor notifies Employee of review date and whether Supervisor requires Employee complete the Self-Assessment.

#### **Self-Assessment**

1. A Self-Assessment is strongly encouraged and may be required by Supervisor. If Employee completes the Self-Assessment, they may leave sections blank if appropriate or desired. Employee may include additional narratives or other addenda to their self-assessment.
2. Employee should provide a copy of the Self-Assessment to Supervisor, around one month prior to Employee's review date.

#### **Performance Evaluation**

1. Supervisors should review the [Annual Performance Review Process Policy](#), [Annual Performance Review Process Procedure](#), and Performance Matrix for additional details about the Annual Performance Review Process. Supervisors should further review the Employee's job description prior to completing the Performance Evaluation. The Annual Review should be based on the job description on file.

2. Supervisor completes the Performance Evaluation. Supervisor should review the Self-Assessment, if provided, when completing the Performance Evaluation.
  - The Performance Evaluation should be completed by Employee's primary supervisor.
  - Additional feedback from secondary supervisors is encouraged and can be attached as addenda.
  - If Employee has had more than one primary supervisor during the year (e.g. the employee transferred positions or supervisors), Supervisor should reach out to the prior Supervisor for feedback for the period of time Employee reported to them, and that should be incorporated into the Annual Review in a proportional manner.
  - Supervisor may include additional narratives or other addenda to the Performance Evaluation.
  - When a supervisor is evaluating a supervisor, they are encouraged to speak to supervisees.
3. Supervisor completes the Salary Merit Addendum, including any proposed merit increase.
  - In evaluating the Employee, the Performance Matrix illustrating the distribution of rating percentages are guidelines across the university, **not** requirements for each department.
  - Employees who receive an overall rating of Successful or higher may be eligible for the maximum annual merit pool.
4. Supervisor submits the Performance Evaluation and the Salary Merit Addendum to the school/department management center HR for approval no later than two weeks prior to review date.
5. **After** the Performance Evaluation and Salary Merit Addendum are approved and signed by the management center, the management center returns the documents to Supervisor to schedule the Annual Performance Review Meeting.

### **Annual Performance Review Meeting**

1. Supervisor and Employee meet in private to discuss the Annual Review. The focus should include the Self-Assessment and Performance Evaluation of competencies and core job functions, successes and challenges, overall performance, progress on last year's goals, and setting new goals for the next year. Goals may or may not focus on future promotions but should include growth in the current role. Any merit increase should also be discussed.
  - Any Supervisor noted areas for improvement should be discussed.
2. Supervisor and Employee sign the Annual Review and the Salary Merit Addendum.
  - **Signature indicates the acknowledgment of the discussion; it does not constitute Employee's agreement with the ratings and does not affect the Employee's rebuttal rights.**

### **Signing and Submission of Performance Review**

1. After the forms are signed, Supervisor should provide a copy of the executed Annual Review to Employee.

2. Supervisor should send the entire Annual Review (comprised of the Self-Assessment, executed Performance Evaluation, and Salary Merit Addendum) to Supervisor's management center HR office or to the central HR Records Office at [HRRecords@case.edu](mailto:HRRecords@case.edu), as directed by the management center.
3. After the HR Records Office receives the Annual Review approved by all parties, the Annual Review will become part of Employee's personnel file. The salary increase, if any, will be entered into Employee's next paycheck if submitted and approved by central HR prior to the payroll cutoff. If the payroll date has passed, any salary increase will be retroactive to the employee's review date.

### **Employee Rebuttal Rights**

1. If Employee disagrees with their Annual Review, they may submit a Rebuttal to the Employee Relations Office at [AskHR@case.edu](mailto:AskHR@case.edu). Employee's Rebuttal should be submitted within thirty (30) days of the Performance Review Meeting.
2. An Employee Relations representative will separately discuss with Employee and Supervisor. Supervisor will be given a chance to respond in writing. The Rebuttal and any Response will be placed in the Employee's personnel file along with the Annual Review.

### **Follow-Up**

1. **If Employee's Job Description does not accurately reflect Employee's current job duties**, Supervisor should submit a revised description to the management center HR office, who will send it to the Compensation Office in central HR.
2. Employee and Supervisor are encouraged to complete mid-year review. Goals should be discussed at that time and modified if necessary.
  - If the mid-year review addresses performance issues, Supervisor is encouraged to contact Employee Relations at [AskHR@case.edu](mailto:AskHR@case.edu) for guidance.
3. Mid-year reviews, if completed, should be submitted to the HR Records Office at [HRRecords@case.edu](mailto:HRRecords@case.edu) to become part of the Employee's personnel file.