

Navigating the Performance Review Process

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Danielle Haslett, MOD, PHR



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What We'll Discuss Today

- The performance review process from start to finish
- Supervisor and employee responsibilities
- Writing self-evaluations and effective goals
- Understanding merit increases
- Having a productive review meeting
- Getting your past due review completed
- Q&A with the Panel

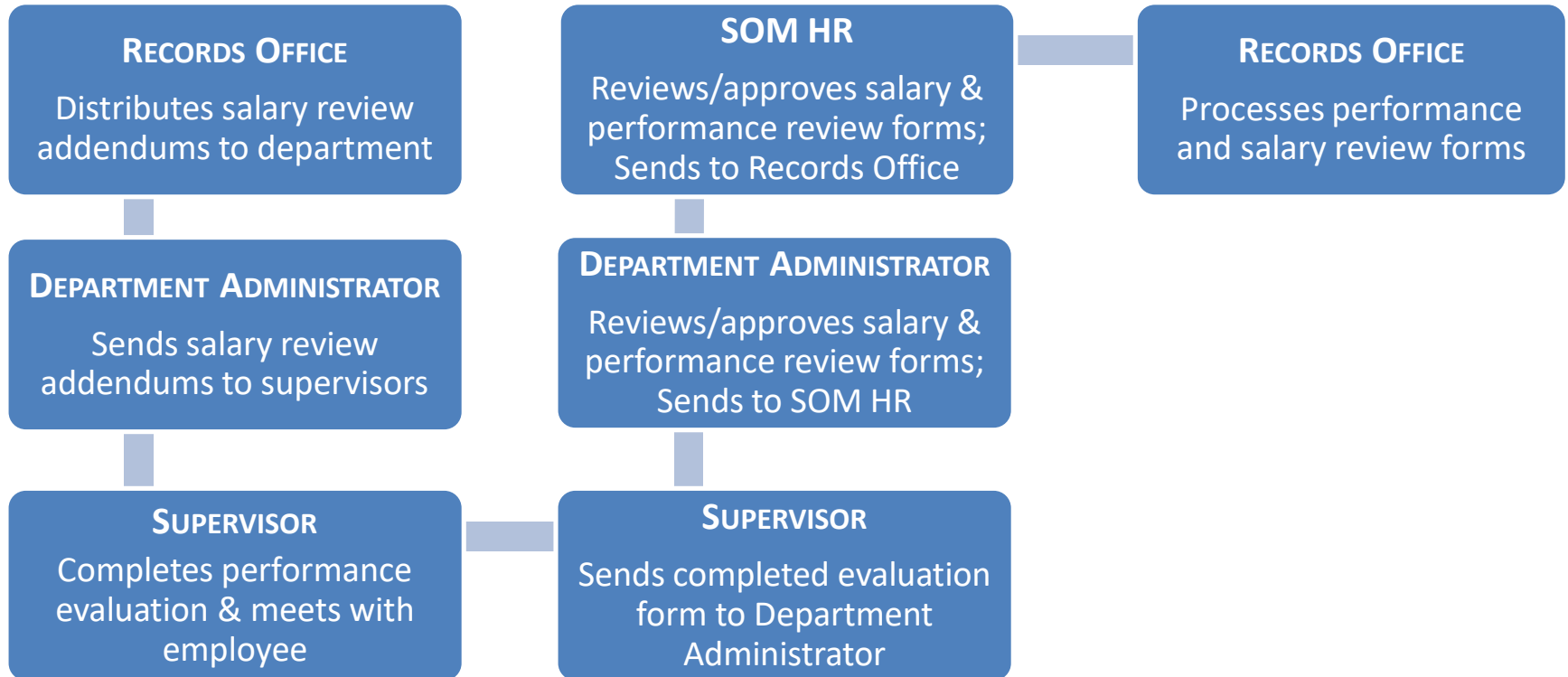


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The Performance Review Process

At a Glance



The Performance Review Process

The Basics

- Staff evaluations are conducted annually based on date of hire
- Performance evaluation forms are located on the Human Resources/Employee Relations website under the tab *Performance Planning and Evaluation*
 - <http://www.case.edu/finadmin/humres/relations/perfguide.html>
 - Non-exempt employees – Secretarial/Clerical, Research Assistant I, Technicians, Maintenance and Service Staff Evaluation
 - Exempt employees who have direct supervisory responsibilities – Managers and Supervisors Evaluation
 - Exempt employees who do not supervise others – Professional Staff Evaluation
 - *Please note:* The MS Word version is preferred for comments. If the pdf version is used and you must toggle to read the entire comment, the entire comment will not be printed and therefore submitted into the employee's file.
- Merit increases are determined by overall level of performance, SOM annual guidelines and the department's/grant's budget



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SOM Merit Increase Guidelines 2016 – 2017

(Effective dates July 1, 2016 through June 1, 2017)

<u>Performance Level</u>	<u>Merit Increase</u>	<u>Vacation Raise</u>
Significantly Above Standards	up to 3%	up to 7 days
Well Above Standards	up to 2%	up to 5 days
Meets Standards	up to 1.5%	up to 4 days
Below Standards	0%	0 days
Significantly Below Standards	0%	0 days



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Conducting the Performance Review

- At the review meeting:
 - Supervisor reviews the evaluation form with employee (*in person*)
 - Supervisor and employee discuss performance and establish goals
 - Supervisor and employee sign the review
 - If an employee disagrees with statement(s) in the review, an employee may submit a rebuttal to be filed with the review. Employees may also schedule a meeting with SOM HR Manager or Employee Relations.
- Evaluations must be submitted prior to payroll cutoff for merit increases to be included in the next pay
 - If a review is past due, the next pay will include back pay to the effective date of the salary review addendum (Section IV of the evaluation form)



Supervisor Responsibilities

Before the Review Meeting

- Monitoring when reviews are due
- Scheduling review meetings
- Obtaining review forms from the HR website
- Reviewing SOM merit increase guidelines
- Obtaining budget approval for requested merit increase
- Completing the review form and identifying next year's goals
- Determining overall level of performance
 - Average of the ratings throughout the review
 - Not strong = 1
 - Very Strong = 5
 - Well below standards = 1
 - Consistently and significantly above standards = 5



Supervisor Responsibilities

During and After the Review Meeting

- Discussing performance with employee – strengths and areas of improvement
- Engaging in a constructive and honest discussion with employee and answering questions regarding past performance and future performance expectations
- Considering employee feedback and suggested goals
- Informing employee of the *recommended* merit increase
- Sending the review document to the Department Administrator or SOM HR prior to the effective date of the review
- Supervisors who have concerns discussing performance issues with an employee may contact SOM Human Resources (Danielle Haslett – 368-2334 or danielle.haslett@case.edu) or Employee Relations



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Employee Responsibilities

- Know when your review is due
- Be aware of your goals and be ready to discuss your progress
 - What is the status of each goal?
 - Did you meet or exceed expectations of the goal?
- Review the evaluation form to be ready to discuss performance
 - Examples of how you met or exceeded expectations
 - Know what areas of your performance you need improvement
- A self-evaluation or a summary of accomplishments may be prepared and sent to your supervisor prior to the review meeting



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How to Write a Self-Evaluation

- Identify work performed, strengths and achievements
- Identify obstacles – Internal and External
 - Are alternative strategies to achieving your goals needed?
- What to submit?
 - Prepare a summary of your work, accomplishments, etc.
 - Complete the review form as a self-evaluation



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How to Write Goals

- Goals should align with business/research plans, job responsibilities and performance expectations
- Goals should be SMART!

Specific

Measurable

Attainable

Relevant

Timely



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Writing Goals: Example 1

- Expectation: Complete experiments to support the current research studies within the lab.
- Goal #1: Perform at least one experiment to support the research project per week; this includes collecting relevant data, analyzing data and presenting data to the lab team.
- Goal #2: Prepare analysis of research data.
- Goal #3: Prepare data and a summary of the analysis for the project by July 31st.
- Are these goals SMART?
 - Specific, Measurable, Attainable, Relevant, Timely



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Writing Goals: Example 2

- Expectation: Develop and maintain the office's standard operating procedures (SOP's).
- Goal #1: Write SOP's for the administrative operations within the office.
- Goal #2: Develop an internal training program to cross-train all office staff on SOP's. Submit for approval by August 1st for October 1st roll-out.
- Goal #3: Update SOP's as needed.
- Are these goals SMART?
 - Specific, Measurable, Attainable, Relevant, Timely



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Recommending Goals

- Goals can and should be recommended by both supervisor and employee
- Your supervisor may have already included goals within your evaluation – *this does not mean you should not recommend goals!*
- Goals should be related to:
 - performance expectations
 - business/research plans
 - professional development



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Examples of Questions to Ask During the Review Meeting

- How does my performance compare to your expectations?
- What do I need to do, specifically, in order to meet or exceed your expectations?
- I am interested in career growth, are there opportunities to take on new responsibilities to help my growth?
- I've had trouble with X, do you have suggestions on how I can improve my approach/technique or for a different approach?
- I felt that I made an improvement in this area, can you explain how I did not meet/exceed the expectations so that I can work on this for next year?



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What If Your Review is Past Due?

- Talk to your supervisor – Remind them of your review date
- Submit a self evaluation to your supervisor to start the process
- Talk to your department administrator
- Contact School of Medicine Human Resources office
 - Call 216-368-2334
 - E-mail: SOM-humanresources@case.edu



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Obtaining Past Reviews

- Employees and supervisors may request copies of past reviews
- Who to contact?
 - Department administrator
 - HR Records Office (hrrecords@case.edu)
 - School of Medicine Human Resources (SOM-humanresources@case.edu)



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Ask the Panel

- Robin Bissell (Office of Grants and Contracts)
- Jean Holbert (Animal Resource Center)
- Corrie Zimerla (Pathology)
- Carolyn Washick (University Employee Relations)



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Thank you!

For questions regarding the performance review process, contact SOM Human Resources (Danielle Haslett)

- *368-2334*
- *danielle.haslett@case.edu*
- *SOM-humanresources@case.edu*



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