



STAFF EMPLOYMENT MANUAL

Title: 6.0 Employee Relations

Chapter: 6.06 Performance Development – Dialogue for Direction

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The University's formal performance review program is called **Dialogue for Direction**. The overall design of the program provides the staff member and the supervisor with a set process for facilitating discussion and planning for individual contribution to the unit, department and University missions. Dialogue for Direction implies easy two-way communication, clarification of job performance obstacles, surfacing of ideas, suggestions and sharing of performance needs. It also serves to support total University momentum toward its goals as an institution and depends upon three occurrences:

1. openly and factually discussing job performance matters on a continuing basis;
2. mutually setting objectives for achievement and individual improvement within specific time frames; and
3. annually completing a performance appraisal.

Each University staff member is entitled to a performance review at least once a year, or more frequently if requested. Employees in orientation status must receive a performance review between the 60th and 90th day of employment.

Among the areas considered by the supervisor when evaluating job performance are the following:

- **Job Knowledge** - understands job related information and effectively utilizes technical skills.
- **Productivity** – quantity/volume of work is completed in a timely manner; determines priorities and carries out responsibilities within established time constraints.
- **Quality** – accurately, skillfully and thoroughly completes duties with an appropriate attention to detail.
- **Initiative** – demonstrates self-reliance and resourcefulness; contributes ideas and suggestions.
- **Teamwork** – exhibits willingness to work with others; cooperates and interacts effectively with others; keeps others informed and resolves conflicts when necessary; complies with University policies and procedures.
- **Communication Skills** – clearly and effectively communicates through written and oral expression.
- **Attendance** – regular and punctual attendance.
- **Growth in Knowledge and Skills** - utilizes opportunities for training, development and growth.

Performance reviews are confidential and become part of the employee's official personnel file, maintained in HRD. These reviews will be used in employment decisions, promotions, transfers and planning for staff development.

In addition, it is necessary to link performance with pay. HRD administers the University's Dialogue for Direction program and the resultant merit review program. Any merit increase for a supervisor who has not submitted a completed performance review(s) for his/her staff will be delayed until HRD has received all performance appraisals from the relevant unit. In this case, a supervisor's merit increases is not retroactive to September 1st and will become effective when HRD certifies receipt of all completed performance appraisals.