

Performance Evaluation Guidelines for George A. Smathers TEAMS Employees

The George A. Smathers annual performance evaluations program includes two UF Engaged performance check-ins per year and an annual evaluation specific to the libraries that draws on the UF Engaged check-ins. All aspects of the performance evaluation program are required.

ANNUAL APPRAISAL TIMELINE

- **Fall UF Engaged Check-in - open Sept. 1 to Oct. 31** (for period May 1st – October 31st)
 - Supervisor will receive one UF Engaged email with the names of all the employees they supervise prompting them to complete check-ins for their employees.
 - Employee submits self-assessment through UF Engaged and notifies supervisor that self-assessment is complete. (see below for guidance on preparing a self-assessment)
 - Supervisor reviews self-assessment and discusses with employee, then submits check-in via UF Engaged. (see below for guidance on preparing a check-in)
 - Supervisor notifies employee that their check-in has been submitted
- **Spring UF Engaged Check-in - open March 1 to April 30** (for period November 1st – April 30th)
 - Follows the same steps outlined for Fall Check-in
- **Libraries Annual Evaluation Due by May 30**
 - Supervisor assigns rating using Libraries' Annual Evaluation system based on Fall and Spring 6-month check-ins. Annual ratings are expected to align with 6-month evaluations, with 6-month evals serving as justification for the assigned rating. No additional narrative or letter is necessary.
 - Supervisor provides Annual Evaluation Form with rating, UF engaged 6-month check-ins, and employee's position description to Chair/unit head for review.
 - Supervisors can login to my.ufl.edu to download 6-month check-in's then navigate: Menu > Human Resources > Manager Self Service > UF Engaged > Performance Documents >View Performance Documents
 - Select the employee, then select the Semi-Annual Check-in to download
 - Upper right-hand corner, select "Print" to open a printable PDF of assessment. Note: the "Print to Word" does not consistently work, and PDF is preferred.
 - Chair forwards evaluations of Exceptional, Needs Improvement, and Unsuccessful to LHR for review. Ratings of Excellent and Successful do not require LHR review.
 - Following approval by the Chair, and LHR if necessary (see preceding point), supervisors are approved to meet with employees to share evaluation.
 - During this meeting, supervisors and employees also review the employees position description. If updates are needed, the PD should be updated and turned into LHR with the Annual Evaluation Form.
 - Supervisors turn in Annual Evaluation Form with supervisor, chair, and employee signatures by May 30th to LHR.

UF ENGAGED – TIPS FOR CONDUCTING 6 MONTH CHECK-INS

- **Supervisors** will receive one email with the names of all the employees they manage prompting them to complete check-ins. A reminder email will be sent 7 days prior to the October and April deadlines.
 - Schedule meetings with all of your direct reports when you receive the email notification from UF Engaged. Spreading these out over the check-in period is much more effective than waiting until close to the deadline.
 - 6-month check-in's will be provided for Chair and possibly LHR review as support for the annual evaluation. It is important to highlight performance that will impact the annual evaluation. For instance, if an employee has been performing above and beyond what is expected of them based on their position description. If there are performance issues, those must be addressed in 6-month check-ins.
- **Employees** will receive an email notification with the UF Engaged deadline. Employees complete a self-assessment before they meet with their supervisor.
 - Self-assessments are an important part of the process and should always be completed and provided to the supervisor prior to the check-in meeting, or at least 1 month before the check-in deadline.
 - Bulleted lists of accomplishments and goals provide a clear and concise way for supervisors to review highlights from the 6-month period. Narrative assessments are more difficult to assess and refer to during check-in conversations.

UF ENGAGED – NEW HIRE PROBATIONARY CHECK-INS

- New-to-UF TEAMS employees have a 6-month probationary period that is managed within the UF Engaged system. The 6-month probationary period includes a 3-month and 6-month check-in based on the employee's start date.
- Supervisors have the option to extend the probationary period by 3 months, typically due to performance concerns.
- Following the probationary period, the employee's UF Engaged check-in schedule will align with the UF-wide schedule.
- Probationary period check-ins may be included in an employee's Annual Evaluation in lieu of a fall or spring check-in.
- A new employee should only participate in the Libraries' Annual Evaluation if they have had at least 1 UF Engaged check-in for the evaluation period.

LIBRARIES ANNUAL EVALUATION - WHAT IS TURNED IN TO CHAIR AND LHR

- Libraries Annual Evaluation Form
- UF Engaged 6 Month Check-Ins from preceding fall and spring are provided to Chair/Unit Head
- Position Description (should be provided to chair for reference; LHR requires the PD only if updates were made during the evaluation discussion with the employee, as indicated on evaluation form).

TYPES OF ACCOMPLISHMENTS TO CONSIDER

The following areas, where relevant, should be considered when writing a self-assessment or check-in.

- **Work Performance, Reliability, Initiative, Problem Solving, and Productivity**
 - How individuals have performed their duties, whether work was completed on time and accurately, if initiative or problem solving were shown in work, and level of productivity.
- **Teamwork, Communication, and Interpersonal Skills**
 - Prompt and effective communication, collaboration with colleagues
- **Customer Service / End-User Service / Service Relationships**
 - Service to patrons, work that impacts user experience while not directly working with patrons, and/or work that affects other departments or units. Commitment to assisting patrons, customers, students, vendors, end-users, or web-site users whether in-person, remotely, or behind the scenes.
- **Leadership and Advisory Skills**
 - Leadership as a supervisor, on a committee, taskforce or other group, training new colleagues, leading colleagues in a task or project, serving as an advisor to colleagues, mentorship.
- **Professional Development, Training, Certifications Earned**
 - Trainings attended, newly acquired skills or those built upon, certifications earned, academic degrees earned.
- **Service – to the Department, Libraries, and/or the University**
 - Committees, taskforces, groups, or initiatives that have served the department, Libraries, or the University, can also be service to an organization that benefits the libraries.
- **Awards, Publications, Grant Work, Presentations, Exhibits, Outreach (Optional)**
 - Trainings developed and/or led, grants submitted, awarded or work completed toward goal, award nominations.

LIBRARIES' ANNUAL EVALUATION RATINGS

An overall rating from the rating categories listed below, must be indicated on the annual evaluation form. The overall rating should be consistent with the comments submitted in the fall and spring UF Engaged check-ins. Please contact Libraries Human Resources (LHR) prior to issuing an overall rating of “Exceptional” “Needs improvement” or “Unsatisfactory”. A performance improvement plan (PIP) needs to accompany “Needs improvement” or “Unsatisfactory” ratings. Please contact LHR for assistance with the PIP.

- **Exceptional** – Surpassed expectations outlined in position description; Assumed additional responsibilities (either temporary or long term) to ensure the success of the unit; Recognized expert in their field, as indicated by specific examples. Please contact the Libraries Human Resources Office before assigning this rating.
- **Excellent** – Consistently met and sometimes exceeded expectations outlined in position description; Demonstrated high productivity, and above-average expertise, consistently delivered high-quality results.

- **Successful** – Consistently meet the expectations outlined in position description; Can be relied on to fulfill duties and plays a critical role in the functioning of the libraries.
- **Needs Improvement** – Has not successfully performed a portion of the essential functions outlined in position description; While successful in some duties, fell short in others. A performance improvement is required. Please contact the Libraries Human Resources Office before assigning this rating.
- **Unsatisfactory** – Consistently failed to successfully perform a significant portion of essential functions outlined in position description. A performance improvement is required. Please contact the Libraries Human Resources Office before assigning this rating.

LIBRARIES' ANNUAL EVALUATION RATINGS - EXAMPLES

The following may be indicators of employees achieving each rating. The overall rating will consider all professional contributions for the year and some may fall into different ratings. The higher level will be assigned when there are enough contributions at that level throughout the year.

Example 1 - If an employee performed at a Successful level throughout most of the year, then performed at an Excellent level for one month, that employee would fall into the Successful level. We recommend the supervisor make a point of highlighting the Excellent level work in the UF Engaged check-ins and in conversations with the employee.

Example 2 – If an employee performed at an Excellent level for approximately 50% of the time and an Exceptional level the other 50% of the time, the supervisor would need to decide which level they felt was more appropriate.

Some employees may consistently perform at one level year to year, some may move between levels each year depending on their work that year. Supervisors should account for the work that year and give appropriate scores. The UF Engaged check-ins written by the supervisor should support the rating given.

New employees – New employees should be evaluated in the same way as those who have been here longer. While it is more difficult for a new employee to perform at an Excellent or Exceptional level while beginning to learn a new job, it is possible, especially for an employee with a lot of relevant experience to the new position. The employee should be evaluated according to the level that they should be able to perform at based on the training they have received to date.

The examples below provide guidance on what work at each rating level might look like. These have been written in a way that is designed to give enough flexibility to be able to apply to a wide variety of staff positions within the Libraries.

EXCEPTIONAL

- Has taken on significant additional responsibilities outside of their regular responsibilities as a supervisor, on a committee, taskforce or other group, training new colleagues, leading colleagues in a task or project, serving as an advisor to colleagues, mentorship, etc.
- Consistently goes above and beyond duties outlined in position description, seeks additional responsibilities or ways to improve processes and/or is innovative

EXCELLENT

- Completes assignments and activities with a high level of effectiveness and efficiency
- Occasionally takes on additional responsibilities, for example a project or some additional work when short staffed due to vacant positions
- Occasionally advances aspects of their position description and /or has created or identified ways to perform their duties more efficiently or with a higher quality outcome
- Maintains and demonstrates high personal standards for the quality of performance
- Provides a high level of skill in managing resources and personnel in fulfilling responsibilities
- Excels at planning or problem solving commensurate with the employee's rank and position responsibilities
- Occasionally volunteers when colleagues or units require additional help
- Provides a high level of assistance to patrons, customers, students, vendors, end-users, or web-site users whether in-person, remotely, or behind the scenes.
- Has occasionally taken on additional responsibilities outside of their regular responsibilities as a supervisor, on a committee, taskforce or other group, training new colleagues, leading colleagues in a task or project, serving as an advisor to colleagues, mentorship, etc.
- Acquired new skills, certifications or degrees relevant to responsibilities and/or professional growth
- Occasionally served on committees, taskforces, groups, or initiatives that have served the department, Libraries, or the University, can also be service to an organization that benefits the Libraries
- Occasionally contributed to or participated in work outside of normal responsibilities
- Nominated for or received awards

SUCCESSFUL

- Employees who regularly have successful outcomes and behaviors in most areas of their work and may occasionally have unsuccessful outcomes or undesirable behaviors
- Successfully delivers services, products or other contributions that align with the responsibilities of their position
- Completes assignments and activities accurately and efficiently and within expected time frames
- Generally does not take on additional responsibilities, but can be counted on to complete all of the responsibilities in their position description
- Maintains regular communication, collaborates and otherwise engages with colleagues as appropriate
- Demonstrates effective decision-making skills and exercises independent judgment commensurate with the employee's rank and position responsibilities
- Competently manages resources and/or personnel in fulfilling responsibilities
- Effectively plans or problem solves commensurate with the employee's rank and position responsibilities
- Consistently demonstrates integrity in dealing with the organization and with colleagues
- Demonstrates accomplishment in including individuals of diverse backgrounds, experiences, races, ethnicities, genders, and perspectives in research, teaching, service and other work
- Treats others with understanding, dignity and respect and acknowledges team members' contributions
- Encourages colleagues to participate in decisions that affect the workplace and gives serious consideration to their suggestions when proffered

- Shows respect for colleagues' time and other commitments
- Responds promptly and thoroughly to requests and questions from internal and external customers
- Communicates instructions, expectations, requests and suggestions with sufficient detail
- Collaborates well and works toward consensus with individuals, in teams and on committees
- Assists patrons, customers, students, vendors, end-users, or web-site users whether in-person, remotely, or behind the scenes.

NEEDS IMPROVEMENT

- Employees who regularly have unsuccessful outcomes and/or undesirable behaviors
- Does not consistently meet performance standards. Requires frequent instruction. Has difficulty understanding.
- Occasionally causes rifts within team
- Frequently absent or tardy. Does not consistently follow attendance guidelines. Cannot always be relied on to finish tasks
- Requires frequent supervision. Minimally organized.
- Only assumes responsibilities when asked
- Employee makes some effort to learn

UNSATISFACTORY

- Unacceptable performance. Does not perform job timely or accurately. Requires constant instruction. Does not follow guidelines. Insufficient knowledge of job.
- Excessively absent or tardy. Does not follow attendance policies and procedures. Cannot be relied on to finish tasks
- Unprofessional demeanor. Not helpful. Communicates poorly. Unwilling to work with others
- Requires constant supervision. Poor organization and prioritization skills. Avoids responsibilities
- Responds negatively to feedback. Unsupportive of organizational goals
- Employee does not make effort to learn/improve

DISAGREEMENTS BETWEEN EMPLOYEES AND SUPERVISORS ON RATINGS

When disagreements cannot be worked out during one-on-one meetings, employees may write a response to an evaluation they disagree with to ensure their perspective on the evaluation is recorded. The response must be provided to the supervisor, chair/unit head, and LHR within 5 business days of the evaluation deadline.

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