

**To:** All Division of Operations Employees  
**From:** Alicia Knight, Senior Associate Vice President for Operations  
**Date:** July 17, 2017  
**Subject:** **2017 Performance Management Guidance and Support**

The time is upon us to begin preparing for the annual performance review cycle. Please take the time to review this information carefully and note that the review process remains on an accelerated schedule. The sooner we begin the better we will be prepared to manage and complete the process timely.

As you know, it is my expectation that the review process is a time to recognition and feedback regarding individual and team contributions across the Division. We have collectively enjoyed great successes this year throughout the Division highlighted by our financial stewardship and continued training and development all the while maintaining high levels of service under our SCoRE commitments. I am very proud of all that we have achieved and I thank you everyone for continuing to move the Division and the university forward to be better, more efficient and most importantly a safe, comfortable and enjoyable place for our community.

As always, it is my full expectation that we will have 100% participation and completion of the review process. It is management's responsibility to ensure that all staff members receive reviews that accurately measure performance in a timely manner. In addition to providing important performance feedback, performance ratings serve as the basis for salary increase decisions and reviews must be completed in advance of those decisions.

A change to the review form takes effect this year with different performance rating scale as follows:

2017 Rating Scale	Previous Rating Scale
<b>Consistently Surpasses Expectations</b> - Consistently exceeds performance expectations and role requirements; achieves goals; contributions are unique and visible to the university; produces high impact results beyond role and team, to the point of being atypical.	<b>Role Model Performance</b> - Consistently far exceeds expectations; outstanding performance achieving all goals. An individual whom others look to as a standard of performance excellence.
<b>Frequently Exceeds Expectations</b> - Often exceeds performance expectations and role requirements; achieves goals; impactful contributions are recognized throughout the school or division; often exceeds expected results.	<b>Exceptional Performance</b> - Meets and often exceeds expectations; performance that generally exceeds goals and job requirements and who consistently delivers. An individual who often outperforms others in the same job.
<b>Fully Achieves Expectations</b> - Achieves performance expectations and role requirements; achieves goals; solid contributions are recognized throughout the department, school, or division; produces expected results.	<b>Valued Performance</b> - Consistently meets expectations; performance that satisfies all job requirements and meets all goals. An individual who is consistently reliable to get the job done.
<b>Development Needed</b> - Sometimes meets performance expectations and role requirements; achieves some or all goals; demonstrates inconsistent performance and/or behavior; needs development to produce expected results.	<b>Fair Performance</b> - Sometimes meets expectations; performance that is to the standard required in most aspects of the job with opportunity for development. An individual with the potential to be a valued performer.
<b>Does Not Meet Expectations</b> - Does not meet performance expectations and role requirements; immediate action is required to improve performance and/or behavior; performance improvement plan is required.	<b>Unacceptable Performance</b> - Does not meet expectations; performance where significant improvement is required to satisfy job requirements. An individual who is not performing at acceptable levels.

**Attached is the timeline, resources and training schedule for DivOps. Please follow this timeline and the forms it references. DO NOT use any of the forms on the Workplace Learning & Development (former ODE/HR website). As a reminder, alternate forms are to be used for non-supervisory staff of the following teams: Facilities Maintenance, Materials Management, Parking, and 4Ride.**

Two important dates to know are that all staff needs to complete their self-assessments **no later than July 31, 2017** and all performance reviews will be conducted **not later than October 21, 2017**. *(Managers, please note there are a number of key deadlines in between that you must meet!)*

The self-assessment is part of the performance review form. Instructions and resources to help you are included in the attachment. If you need additional guidance, speak with your supervisor, contact Claude Owens, Sr. HRCP, Marion Flythe, HR Client Partner, and Ayana Moore or Rose Dunnegan, Business Integration.

Thank you for all your efforts to make this a successful performance management process. Congratulations to the entire Division on all our successes this year and I look forward to another productive and year ahead.