

Improving UMS Performance Through Improved Employee Performance Management

In 2010 the Chancellor and Board of Trustees directed that the University of Maine System significantly increase the number of employees¹ who receive an annual performance review to improve performance management and productivity. All university supervisors are responsible for conducting written performance reviews of the employees who report directly to them in a timely manner and by the deadlines specified in collective bargaining agreements, where applicable. Each university submits an annual report to the Chancellor on the number and percent of annual performance reviews completed within each vice president's area.

Performance management is an ongoing, collaborative process between the supervisor and the employee to:

- Encourage growth and skill development,
- Set goals,
- Provide feedback, coaching and support, and
- Conduct formal performance reviews.

Performance reviews are an important management tool to:

- Align individual employee goals with institutional goals,
- Encourage employee self-assessment,
- Recognize good work and keep employees engaged,
- Gain perspectives and insights from those closest to the work,
- Plan for employee development and succession planning,
- Learn about factors that hamper or assist employees in attaining goals,
- Determine needs for training or education,
- Address performance problems,
- Improve employee and supervisor accountability.

All supervisors must conduct a written annual performance review for each employee that:

- Assesses achievement of goals for the previous year,
- Identifies areas for improvement and professional development, and
- Sets goals for the next year that are aligned with departmental and university goals.

¹ This initiative applies to all employee categories except faculty, who have a different review process and timetable.

If a supervisor will be leaving a department close to the review due date for an employee:

- The current supervisor should conduct the assessment before leaving the position.
- If the review is not completed, the new supervisor is responsible for conducting a written assessment that, at a minimum, reviews the employee's self-assessment, identifies goals for the next year, records the supervisor's initial performance impressions, and states that a more thorough review will occur the following year.

Support and information for conducting performance reviews is available online at <http://www.maine.edu/system/hr/perman.php> and from your university human resources office <http://www.maine.edu/system/hr/UHRO.php>.