

TEXAS A&M AGRILIFE EMPLOYEE PERFORMANCE REVIEW GUIDE

Managing Job Performance

The purpose of employee performance reviews in Texas A&M AgriLife is to:

- set clear, specific performance expectations, and goals for each employee, and;
- provide feedback to employees relative to stated expectations and goals.

Effective performance reviews require work beforehand by both the employee and the manager. Ideally, performance reviews should consist of an on-going, informal conversation between the employee and manager throughout the year, and a comprehensive formal discussion annually. This on-going informal review process can take place at the close of a project or periodically during routine processes, ensuring the employee receives feedback both for things done well, and in areas needing improvement. Offering regular feedback will, many times, prevent performance problems by promoting discussions between employees and supervisors, resulting in a more complete understanding of what is expected or required before performance issues arise. Through these discussions, the supervisor also gains insight into what motivates his or her employees. Prior to the comprehensive performance review, the employee should provide the supervisor with a list of achievements based on the previous year's goals, if applicable, as well as new goals for the coming year.

Performance Review Competency Categories

Below are competency categories for the manager and employee to consider in the Performance Review process.

Job Knowledge—Measures the employee's understanding of position requirements, duties, and responsibilities. This competency can be impacted by time in position.

Quality of Work—Measures the accuracy, thoroughness, dependability, and effectiveness of work output.

Quantity of Work—Measures the degree of work output produced in relation to established expectations, including timeliness and prioritization of assignments.

Compliance/Safety—Measures if the employee follows rules and procedures and adheres to best practices to help ensure safety of self and others.

Service Minded—Measures the employee's effort and ability to satisfy the needs of both internal and external customers in a helpful, timely, and responsive manner; listens attentively and communicates effectively; follows through on commitments to others; and, anticipates needs or problems and acts to meet or resolve situations responsibly and efficiently.

Diversity and Respect—An assessment of whether an employee treats all people with dignity, civility, and respect, and promotes an inclusive and welcoming workplace. This includes a willingness to acknowledge other's ideas and needs, even when different from personal beliefs.

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Adaptability—Measures how well an employee handles multiple tasks and priorities, adjusts appropriately to change, and is receptive to coaching and suggestions for improvement.

Teamwork—Assesses the employee’s ability to work cooperatively and effectively with others and build working relationships to solve problems and achieve common goals. This includes the willingness to expend effort for the common good rather than only for individual recognition.

Supervision—Measures the effectiveness of supervision in accordance with the following expectations:

- Cultivates a positive work environment.
- Delegates work assignments appropriately, provides clear and timely directions, communicates expectations, and motivates others to perform well.
- Provides opportunities for subordinates to develop new skills and encourages professional growth.
- Maintains open communication and solicits feedback from subordinates, as appropriate.
- Recognizes and rewards employee contributions.

Performance Rating Scale

Significantly Exceeds Expectations—complete mastery of all work processes, recognizing the impact of performance and, using innovation, striving to improve the workplace as a whole; a recognized leader in the organization and a subject matter expert.

Exceeds Expectations—performance exceeds job requirements and/or expectations. Completes difficult special projects; implements innovative ideas to improve efficiency and effectiveness; provides exceptional customer service.

Meets Expectations—fulfills job requirements and expectations by consistently meeting established goals and expectations.

Partially Meets Expectations—performance does not yet consistently meet job requirements and/or expectations, but employee development in these areas is anticipated with coaching and counseling.

Does Not Meet Expectations—performance is not at an acceptable level. A formal Performance Improvement Plan (PIP) should be developed and implemented.