In accordance with the agreement between the University of Massachusetts Lowell and the Grant and Contract Funded Staff of SEIU Local 509, unit members at the University of Massachusetts Lowell will receive annual performance reviews. Each review will be specific to the employee’s current job description and will include a review with the member of that job description. The evaluation will also be helpful to assess the need for any changes in the job description.

The attached “Performance Review Forms” will be used. Performance criteria directly related to the responsibilities listed in each job description will be established by the PI/Faculty non-unit member. During the review, the PI/Faculty non-unit member and the unit member will review the activities of the period since the last review and discuss goals and objectives for the next period (not to exceed 1 year).

As outlined in article 15, section 15.1 “the purpose of the evaluation process is to establish work standards, goals, and objectives, to provide feedback relative to the employee’s performance, and to serve as a basis for future personnel actions including, but not limited to, promotions, salary increases, training and development opportunities and discipline. The performance evaluation system is intended to be constructive in nature, and to serve as an aid to the bargaining unit member in correcting any cited performance problems.”

Following the review, the form will be completed and signed by the PI/Faculty non-unit member and the unit member. Unit members have two options for signing:
1) Sign in receipt of the evaluation.
2) Sign in receipt and attach comments.

Article 15, section 15.3 states “if the unit member is likely to receive a ‘less than satisfactory’ evaluation, the supervisor shall notify the employee in writing what steps must be taken and in what time frame they should be taken in order for the employee to receive a satisfactory evaluation. Under normal circumstance the period of time to correct cited problems should not exceed one hundred eighty (180) days. Notice of an impending “less than satisfactory” evaluation shall be given, except where it is impracticable or unreasonable to do so, not less than sixty (60) days before the evaluation would normally be done.”

Therefore, a unit member not meeting critical elements must together with the PI/Faculty Non-Unit Member draw up an action plan to improve within not more than 180 days so as to meet all critical elements of their job responsibilities and duties. A progress review meeting will be scheduled to follow within not more than 180 days.
PERFORMANCE REVIEW FORMS

**Appendix A** “Initial Review Form” to be completed when the unit member is hired. Should be completed along with Appendices C and D.

**Appendix B** “Annual Review Form” to be completed during the annual review process. Should be completed along with Appendices C and D.

**Appendix C** “Primary Job Duties/Performance Criteria” to be completed by the PI/Faculty non-unit member and unit member by reviewing and numbering each job task individually. Should be completed along with Appendices B and D.

**Appendix D** “Development Plans” to be completed during the review process. Should be completed along with Appendices B and C.

**Appendix E** “Probationary Progress Review” to be used if a unit member receives a “failure to meet expectations” on the overall evaluation. Should be completed along with Appendices B, C and D.

**Appendix F** “Characteristics of Effective Performance Evaluations” offers suggestions that can be helpful for the review process and should be reviewed by the PI/Faculty non-unit member prior to meeting with the unit member.
INITIAL REVIEW FORM

Name of Unit Member: ___________________________ Date: ________________

Job Title: ____________________________________________________________________________

Time Period of review: From _______________ To ________________

Performance Planning:

_____ PI/Faculty non-unit member and unit member meet to plan work for the year.

_____ Discuss contributing role of unit member.

_____ Discuss and finalize duties and criteria

The “primary job duties/performance criteria” form should be completed. The job description lists the unit member’s primary job duties. The performance criteria will be used to evaluate the unit member’s performance of these duties during the performance period.

Signatures:

Unit Member: ________________________________

Comments Attached Yes___ No___

PI/Faculty Non-Unit Member: ________________________________

Comments Attached Yes___ No___
ANNUAL REVIEW FORM

Name of Unit Member: __________________________ Date: __________________

Job Title: ______________________________________

Time Period of review: From ___________ To ___________

Annual Review: PI/Faculty non-unit member and unit member evaluate job performance.

___ Discuss progress for each duty
___ Rate performance for each duty
___ Rate overall performance for entire year
___ Develop action plan for following year

PI/Faculty non-unit member:
On the basis of my review I have determined the unit member’s overall rating:

___ exceeds expectations ___ meets expectations ___ fails to meet expectations

Comments regarding the rating are required. Additional pages can be attached.
Comments: ___________________________

PI/Faculty non-unit member: __________________________
Signature & Date

Unit member:
Comments in agreement or disagreement should be provided. Additional pages can be attached.
Unit member: __________________________
Signature & Date

Please note: If the overall rating fails to meet expectations, the date for a progress review should be agreed upon by both the PI/Faculty non-unit member and the unit member. The re-evaluation date must occur within 180 days (refer to Article 15, section 15.3).

Review date will be: __________________________
Date

PI/Faculty Non-Unit Member Signature __________________________ Unit Member Signature __________________________
### PRIMARY JOB DUTIES/PERFORMANCE CRITERIA

Name of Unit Member: ________________________________

Duty:# ____:
Primary Duty & Responsibilities:

<table>
<thead>
<tr>
<th>Annual Review:</th>
<th>Exceeds</th>
<th>Meets</th>
<th>Fails to meet expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review comments (required):</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Improvement needed:

Duty:# ____:
Primary Duty & Responsibilities:

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<tr>
<th>Annual Review:</th>
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<tbody>
<tr>
<td>Review comments (required):</td>
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<td></td>
</tr>
</tbody>
</table>

Improvement needed:

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*Use additional pages if needed.*
**SEIU Local 509 Grant and Contract Funded Performance Review Program**

Name of Unit Member: ________________________________
______________________________________________________________________________

Duty:# ____:
Primary Duty & Responsibilities:

<table>
<thead>
<tr>
<th>Annual Review:</th>
<th>Exceeds</th>
<th>Meets</th>
<th>Fails to meet expectations</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>(include action plan)</td>
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</tbody>
</table>

Review comments (required):

Improvement needed:

Duty:# ____:
Primary Duty & Responsibilities:

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Review comments (required):

Improvement needed:

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<tr>
<td></td>
<td></td>
<td></td>
<td>(include action plan)</td>
</tr>
</tbody>
</table>

Review comments (required):

Improvement needed:

*Use additional pages if needed.*
DEVELOPMENT PLANS

Name of Unit Member: _________________________________________

Identify specific areas in which the unit member needs or wants to develop additional skills and/or improve during the coming year. Development plans should include specific actions and resources required to meet these needs such as special training, updates of equipment, etc.

**Interpersonal Skills**
(e.g., build relationships; manage disagreements and conflict; work well as a team member; facilitate others sharing their ideas; value diversity of views and ideas; develop networks)

**Communication Skills**
(e.g., listen to others speak effectively; effective written/email communications; deliver presentations)

**Thinking Skills**
(e.g. analyze issues; show good judgment, think strategically; come up with creative solutions)

**Self Management Skills**
(e.g., persevere to see a good idea through; demonstrate flexibility; show work commitment; work efficiently; be organized; be open to learning)

**Technical/Functional Skills**
(e.g., develop specific technical expertise)

**Leadership Skills**
(e.g., provide direction; influence others, motivate others; act as a formal or informal team leader; advocate for change)
PROBATIONARY PROGRESS REVIEW

Name of Unit Member: ___________________________ Date: __________________

Job Title: __________________________________________________________________

Time Period of review: From ____________________ To ____________________

PI/Faculty non-unit member and unit member meet to review progress.

___ Discussed progress for duties failing to meet expectations.

Progress Review Summary Rating:

_________ Exceeds ________ Meets ________ Fails to meet expectations

PI/Faculty non-unit member:
Comments regarding the rating are required. Additional pages can be attached.
Comments:

PI/Faculty non-unit member: __________________________

Signature & Date

Unit member:
Comments in agreement or disagreement should be provided here. Additional pages can be attached.

Unit member: __________________________

Signature & Date
CHARACTERISTICS OF EFFECTIVE PERFORMANCE EVALUATIONS

- Plan and schedule the interview.
  - Keep the interview on track.
  - Allow proper amount of time for the interview.

- Make purpose and procedure of appraisal clearly understood, seek mutual agreement.

- Establish rapport, set a positive climate.
  - Reassure your employees by building on strengths, give them confidence.
  - Be a positive listener.

- Draw employees out by asking thought-provoking questions (not simply yes and no type).
  - Be specific when discussing performance.
  - Talk about activities in context of job results.

- Review up-to-date, clear statements of key duties and responsibilities of the position.

- Share standards of satisfactory performance of responsibilities of duties including:
  - Realistic and achievable standards.
  - Standards that require some effort to meet.
  - Allowance for change.

- Share observations of performance with specific comments on performance of key responsibilities.

- Cite specific examples of satisfactory and unsatisfactory work.

- Overall appraisal of performance – focus on job knowledge, quality and quantity of work, exercise of judgment, adaptability, initiative and dependability.

- Establish reasonable goals and target dates for follow-up on improvement plans and/or development activities.

- Function as a coach, not as an inspector. Counsel-don’t advise.

- Close properly by summarizing and developing plans for any improvements or changes. Write down the results.