	HUMAN RESOURCES DESKTOP PROCEDURES		
	SECTION TITLE	NUMBER	PAGE
	Performance Reviews	2019-05	1 OF 7
	APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021		

PURPOSE

To codify procedures for completing a performance review for Administrative, Professional, Career (full-time and regular part-time), and Adjunct employees in accordance with [APM 03-1201](#).

BACKGROUND

Effective with the 2018-19 review period and the 2019-20 academic year, performance reviews are conducted using an electronic evaluation tool on a NeoGov platform. The new performance review process is branded as my**IMPACT** (Individually Measuring Performance and Achievement to Cultivate Talent).

my**IMPACT** emphasizes employment engagement and fosters more frequent, relevant and timely feedback communication between supervisors and employees. The process incorporates competency-based performance measurement, goal setting and tracking, and individual professional development planning.

PROCEDURES

Performance Reviews

Performance reviews will be generated for all administrative, professional, full-time and regular part-time career, and adjunct employees. The chain of command for reviews is as defined in myFSCJ.

Review Cycles

Review cycles for all continuing non-instructional employees begin July 1 and end June 30. Reviews populate within a supervisor's and employee's dashboard. Only the current review will open and be available for rating.

Administrative – Administrative employees are reviewed annually on June 15, and the employee should be in place six (6) months before a review is completed. Reviews that show overdue prior to the six (6) month mark should be cancelled. A supervisor should contact HR to have this cancellation completed. Administrative employees hired on or after December 16 will not have a review for that review cycle. If an administrative employee separates from the College on or before June 15, a review should be completed for them.

Professional/Career – Professional/Career employees are reviewed twice per year – June 15 and December 15, and the employee should be in place for four (4) months before a review is



HUMAN RESOURCES DESKTOP PROCEDURES

SECTION TITLE	NUMBER	PAGE
Performance Reviews	2019-05	2 OF 7
APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021	

completed. Reviews that show overdue prior to the four (4) month mark should be cancelled. A supervisor should contact HR to have this cancellation completed. Professional/Career employees hired February 16 through June 15 will not have an end-of-cycle review. If a Professional/Career employee separates from the College on or before June 15 or December 15, the applicable review should be completed.

Per [APM 03-1102](#), newly hired full-time and regular part-time Career employees shall be in a probationary period for not less than one (1) year. Probationary reviews will populate and should be completed after six (6) months of employment and again prior to the end of the twelve (12) month probationary period. The employee will then begin the normal review cycle (July through June).

NOTE: If at least four (4) months have not passed since the employee’s last probationary review, a standard cycle review is not required. While the system may generate a standard review for that employee, it can be cancelled at HR’s discretion or at the supervisor’s request.

Adjuncts – Reviews for all adjunct employees will populate and remain open for one year on August 1. This will allow supervisors the ability to stagger their reviews throughout the academic year. Adjuncts must receive a review at the end of their first semester, then once each academic year thereafter.

Review/Overdue Notifications and Reminders

Notifications and reminders are sent out to supervisors and employees whenever a task becomes available or is overdue.

Administrative Reviews

Action	Recipient	Notification Sent
Review created/ Check-In available notification	Supervisor	196 days before review due date
Check-In reminder	Supervisor	Two (2) weeks before Check-In is due
Ratings available notification	Supervisor	Seventy-five (75) days before review due date
Ratings reminder	Supervisor	One (1) week before Ratings is due
Overdue Ratings reminder	Supervisor	Every week Ratings are overdue
Approval Signature notification	Supervisor's Supervisor	If supervisor rates any competency as "Does Not Meets"



HUMAN RESOURCES DESKTOP PROCEDURES

SECTION TITLE	NUMBER	PAGE
Performance Reviews	2019-05	3 OF 7
APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021	

Overdue Approval Signature reminder	Supervisor's Supervisor	Every two (2) days the Approval Signature is overdue
Schedule and Conduct In-Person review notification	Supervisor	When Ratings are complete
Overdue In-Person review reminder	Supervisor	Every three (3) days the In-Person review is overdue
Approval Signature notification	Supervisor	When In-Person review is complete
Overdue Supervisor Approval signature reminder	Supervisor	Every three (3) days the Approval Signature is overdue
Employee Signature notification	Employee	When Supervisor's Approval Signature is complete
Overdue Employee Signature reminder	Employee	Every three (3) days the Employee Signature is overdue
Review complete notification	Supervisor	When review is complete

Professional/Career Reviews

Action	Recipient	Notification Sent
Review created/ Check-In available notification	Supervisor	Ninety (90) days before review due date
Check-In reminder	Supervisor	Two (2) weeks before Check-In is due
Ratings available notification	Supervisor	Forty-five (45) days before review due date
Ratings reminder	Supervisor	One (1) week before Ratings is due
Overdue Ratings reminder	Supervisor	Every week Ratings are overdue
Approval Signature notification	Supervisor's Supervisor	If supervisor rates any competency as "Does Not Meets"
Overdue Approval Signature reminder	Supervisor's Supervisor	Every two (2) days the Approval Signature is overdue
Schedule and Conduct In-Person review notification	Supervisor	When Ratings are complete
Overdue In-Person review reminder	Supervisor	Every three (3) days the In-Person review is overdue
Approval Signature notification	Supervisor	When In-Person review is complete
Overdue Supervisor Approval signature reminder	Supervisor	Every three (3) days the Approval Signature is overdue



HUMAN RESOURCES DESKTOP PROCEDURES

SECTION TITLE	NUMBER	PAGE
Performance Reviews	2019-05	4 OF 7
APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021	

Employee Signature notification	Employee	When Supervisor's Approval Signature is complete
Overdue Employee Signature reminder	Employee	Every three (3) days the Employee Signature is overdue
Review complete notification	Supervisor	When review is complete

Adjunct Reviews

Action	Recipient	Notification Sent
Review created/ Ratings available notification	Supervisor	September 1
Approval Signature notification	Supervisor's Supervisor	If supervisor rates any competency as "Does Not Meets"
Overdue Approval Signature reminder	Supervisor's Supervisor	Every two (2) days the Approval Signature is overdue
Schedule and Conduct In-Person review notification	Supervisor	When Ratings are complete
Approval Signature notification	Supervisor	When In-Person review is complete
Employee Signature notification	Employee	When Supervisor's Approval Signature is complete
Overdue Employee Signature reminder	Employee	Every three (3) days the Employee Signature is overdue
Review complete notification	Supervisor	When review is complete


Overdue Reviews

All employee reviews should be completed by their designated due date. For reviews not completed by the designated due date, the following communications are sent:

After fourteen (14) days, supervisors who have not completed a review are sent an email from Employee Relations (“ER”) stating that the review has not been completed, what needs to be completed and asking that they take immediate action.

After twenty-one (21) days, supervisors who have not completed a review are sent an email from ER copying their supervisor.

At thirty-one (31 days), a final email is delivered to both the supervisor and the supervisor’s supervisor stating that the review has not been completed and asking that they take immediate action.

	HUMAN RESOURCES DESKTOP PROCEDURES		
	SECTION TITLE	NUMBER	PAGE
	Performance Reviews	2019-05	5 OF 7
	APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021		

After forty-five (45) days, if a review is not completed ER sends an email to the Vice President of the business area (copying the supervisor’s supervisor and Chief Human Resource Officer) with the name of the supervisor who has not completed the review. The email requests the Vice President’s assistance in resolving the issue immediately.

At sixty (60) days, ER provides the name of any supervisor having not completed the review to the Chief Human Resource Officer for further action and resolution.

Check-Ins


Check-ins are a series of question prompts that will facilitate conversation between the supervisor and employee. The conversation is not limited to these prompts. The check-in is a meeting between the supervisor and employee regarding the employee’s performance progress, goals and individual development plan. Check-ins for Administrative employees should occur in December. Professional/Career employees should complete semiannual check-ins in March and September. Check-ins should be completed using the Journal Entry feature in myIMPACT.

Journal Entries

Employees and managers can track performance by using the Journal Entry feature. Tracking performance provides documentation that assists when preparing the review. Journal entries can be shared by the employee with their manager and/or second level manager. Journal entries are not required but are encouraged because they are visible to the manager at the time of the review as serve as supporting documentation of performance.

Issues/Concerns

1. If an employee refuses to sign their review, the employee should be counseled that the signature box indicates their signature and does not indicate agreement but only that they received the review. The employee may provide a written rebuttal that can be attached to the review by Human Resources. As the final step, the supervisor would notify the appropriate VP that the employee refuses to sign the review.
2. If a supervisor begins a review but does not complete it before an employee changes to a new supervisor, the supervisor who began the review should complete the review. If the supervisor did not begin the rating step on the review, the review form will automatically be transferred to the new supervisor. In this case, the previous supervisor and the new supervisor would need to collaborate to complete the review.
3. Employees who resign their position on or before June 15 or did not have their annual contract renewed should have their review completed. If an employee is unavailable to sign, the review should still be completed. Once the supervisor has completed the review, they

	HUMAN RESOURCES DESKTOP PROCEDURES		
	SECTION TITLE	NUMBER	PAGE
	Performance Reviews	2019-05	6 OF 7
	APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021		

should notify Human Resources who can move the review forward. Where the separated employee would sign, the HR administrator shall “skip” the step and enter in the comment box, “Employee no longer with the College. Employee unavailable to sign.” This will complete the review process.

4. A supervisor may ask to go back and change information on the review after submitted. If the employee has not signed the review, an HR administrator may unlock a step to allow a supervisor to revise or update a section. The date and reason for the revision should be noted by the HR administrator in the comment section. If the employee has signed the review, the information may not be changed by the supervisor.

Goals

Goal setting is a collaborative process between manager and employee to move the organization forward as evidenced by tangible results. Goals should align with departmental and/or organizational priorities, and should be written using the SMART Goal model (Specific, Measurable, Achievable, Relevant/Realistic, and Time-bound). Managers can set unique goals for each employee or they can set the same goal for multiple employees in a given department if those employees are in the same role or perform similar duties.


Who – All full-time Administrative, Professional, and Career employees are required to enter goals into the myIMPACT system and track their progress on those goals. Establishment of a SMART goal is at the supervisor’s discretion for regular part-time career employees.

How many – Employees should have at least one active goal at any given time. When an employee completes one goal, a new goal should be set and entered in the system.

Duration – Goal duration can vary (e.g. 6-month goal, 2-year goal, etc.). Goals are not bound to the fiscal year.

Timelines – New employees are required to have at least one goal entered into the system no later than three (3) months after their start date. When a manager acquires an employee, who is new to their area but not new to the College, the manager should meet with the employee to review and adjust the employee’s goal(s) in the system based on the employee’s new role.

Goal Progress – As progress is made on the goals, employees should update the goal progress on their Goal Dashboard and enter a comment indicating what they have done toward the goal.

	HUMAN RESOURCES DESKTOP PROCEDURES		
	SECTION TITLE	NUMBER	PAGE
	Performance Reviews	2019-05	7 OF 7
	APPROVED BY:	DATE REVISED	
Chief Human Resource Officer	January 13, 2021		

Individual Development Plan (IDP)

The purpose of the IDP is to select developmental objectives and activities to assist employees in their career and personal development. In the IDP process, employees identify specific areas that they would like to focus on for their development, and they work collaboratively with their managers to determine the activities that they will engage in to meet their developmental objectives. Managers must approve any suggested developmental activities and determine if the department has the appropriate resources to support those activities.

Who – All full-time Administrative, Professional, and Career employees are required to enter an Individual Development Plan into the myIMPACT system and track their progress on their IDP. Establishment of an IDP is at the supervisor’s discretion for regular part-time Career employees.

How many – Employees must identify at least one developmental objective with two or three developmental activities.

Duration – IDPs should be set each fiscal year. The end date of the IDP should always be June 30 ending the fiscal year. If there is a developmental objective or developmental activity that the employee wants to continue working on, they can include it again on the next IDP.

Timelines – New employees are required to have their IDP entered into the system no later than one (1) year after their start date. When a manager acquires an employee, who is new to their area but not new to the College, the manager should have a conversation with the employee concerning the current developmental objectives that they have in the system. The developmental objectives should be adjusted based on the employee’s new role.

IDP Progress – As progress is made on the IDP, employees should update the IDP progress on their Goal Dashboard and enter a comment indicating when they completed each developmental activity.

Training

All employees are required to take AFPD 4071 – Introduction to myIMPACT. This course can be taken in a live or online format.

Additional trainings that can assist managers and employees with the myIMPACT process include:

- AFPD 4072 myIMPACT: Performance Reviews
- AFPD 4073 myIMPACT: SMART Goals & IDPs
- AFPD 4074 Coaching for IMPACT