

UCR's performance appraisal process requires each organizational unit head to ensure that performance appraisal ratings have been calibrated within their organization, and that each appraisal be reviewed and approved by the supervisor's supervisor and department head before it is issued to the employee. The purpose of this calibration review process is to ensure common understanding and consistent application of performance standards; alignment of rating comments with ratings provided on the appraisal form; and to encourage and consistently recognize truly exceptional work. Department Heads should use this guide to approve performance appraisals:

Performance Review Language	Performance review language should be straightforward and fact-based. Ensure the reviewer avoids phrases like "I think" and "seems to be." Ensure the reviewer has balanced corrective phrases with constructive feedback where appropriate. Be conscious of potentially discriminatory language, and ensure that the reviewer has avoided words and phrases that describe protected classes or references to the use of sick time or other protected leaves of absence that may have been taken.
General Completeness of Feedback	Feedback being provided should be complete, specific and include guidance for the future. Phrases such as "excellent communication skills" should be substantiated with specific examples.
Goals and Accomplishments	Ensure the comments clearly describe the extent to which the employee achieved their goals. For unattained goals, check to see if the reviewer has included suggestions for improvement in the year ahead.
Professional Development Plan	Ensure the comments include recommend development that will help the employee improve their performance on the Key Performance Factors and in achieving their goals in the coming year.
Performance Factor Ratings and Comments	<p>Read the definition for each rating Factor and its Elements contained in the Performance Factors and Behavior Indicators Guide and the reviewer's comments. Ensure the reviewer commented on areas appropriate for each Factor, and that the performance described is consistent with the ratings given for each Element of the given Factor. Ratings should be supported by specific examples; however, the reviewer need not include comments in support of each Element for every Factor. If you have concerns, return the form to the reviewer for clarifications or revisions.</p> <p>Ensure the overall rating for each Factor are consistent with the following:</p> <ul style="list-style-type: none"> • Employees who consistently demonstrated behaviors that Successfully Meet Performance Expectations ("3" rating) in all rating Elements of a given Factor should be rated as Successfully Meeting Performance Expectations ("3" rating) for that specific Factor. • Employees whose performance ratings for the Elements of a given Factor are a mix of Successfully Meets Performance Expectations ("3" rating), Exceeds Performance Expectations ("4" rating) and/or Exceptional Performance ("5" rating), and at least half of the Elements of that given Factor are rated either Exceeds Performance Expectations ("4" rating) and/or Exceptional Performance ("5" rating), should be rated as Exceeding Performance Expectations ("4" rating) for that specific Factor. • Employees whose performance for all of the rating Elements of a given Factor are rated as Exceptional ("5" rating) should be rated as Exceptional ("5" rating) for that specific Factor. • Employees who are rated as Needs Improvement ("2" rating) in one or more Element of a given Factor should not be rated higher than "Successfully Meets Performance Expectations ("3" rating) for that specific Factor. • Employees who are rated as Unsatisfactory ("1" rating) in one or more Element of a given Factor should not be rated higher than "Needs Improvement" ("2" rating) for that Factor.
Overall Performance Rating	<p>Make sure you are confident that the overall rating reflects the extent to which the employee achieved their goals and the employee's ratings of all performance Factors, and that significant accomplishments are recognized. Compare appraisals between individuals with the same job title/functions to ensure that rating standards are applied consistently throughout your organization. It is your role to ensure that you have read and understand how the reviewer applied each rating standard to achieve the overall rating, and that these ratings are applied consistently, and that there is meaningful differentiation in the ratings provided to employees.</p> <p>Ensure the overall rating for each Factor follows the rating rules:</p> <ul style="list-style-type: none"> • All or most <i>Exceptional Performance</i> ratings ("5" ratings), should be rated "5" • All or most <i>Exceeds Performance Expectations</i> ratings ("4" ratings), should be rated "4" • All or most <i>Successfully Meets Performance Expectations</i> ratings ("3" ratings), should be rated "3" • Employees receiving an <i>Unsatisfactory</i> rating ("1"), in ANY performance Factor, should be given an overall rating of no greater than "2"
Goals/Action Plan	<p>The content of this section should be aligned with feedback provided in the body of the appraisal and should address the following items:</p> <ul style="list-style-type: none"> • Performance Improvement – Recommended steps the employee should take to improve any Factors rated as less than "Successfully Meeting Performance Expectations" ("3" rating) • Goal Completion – Recommend development that will help with goal achievement in the coming year • Career/Job Development – Identify suggestions to support professional interests and/or advancement