

**ARTICLE 8**  
**PERFORMANCE EVALUATIONS**

**8.1** General Principles. Performance evaluations are used to assess, recognize, and facilitate improvement in Employees’ performance. This strengthens the University’s workforce by providing a periodic and formal exchange of information between supervisors and employees regarding progress, accomplishments, and when applicable, areas needing improvement. Performance evaluations also provide an opportunity to clarify work standards, discuss training and development needs, set goals for the next year, and identify the support needed to reach such goals.

**8.2** Purpose and Scope of Evaluation.

**(a)** Purpose. An annual evaluation is a subjective assessment of an individual’s performance based on objective criteria.

**(1)** Annual evaluations for faculty members focus on performance in functions such as teaching, research, service, and other duties that may be assigned.

**(2)** Annual evaluations for academic professionals focus on the performance of all assigned duties.

**(3)** In addition, all Employees are evaluated based on the terms of their individual contract, duties under the Collective Bargaining Agreement, and on their contributions to the orderly and effective functioning of the University and their academic department/unit.

**(b)** Scope.

**(1)** Evaluators should state goals for the upcoming year and should endeavor to assist the Employee in correcting any performance deficiencies reflected in the annual evaluation.

**a.** Employees are encouraged to accept and seek such assistance, if needed.

**b.** The Evaluator may informally coach or counsel the Employee with the goal of improving performance. Such advice is not disciplinary, nor may it be part of the evaluation file.

**(2)** Performance Evaluations must:

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- 1                   **a.**     Fully consider information in the faculty member’s dossier and any
- 2                                   other faculty evaluative information that is provided and disclosed
- 3                                   to the Evaluator, and;
- 4                   **b.**     Be consistent with the Evaluation Guidelines, and reasonably
- 5                                   consistent with the Review Panel’s guidance.
- 6                   **c.**     Take into account the quality of the performance, as well as the
- 7                                   proportions and nature of the assignments.
- 8                   **d.**     Not evaluate an employee for a work assignment that is given, or
- 9                                   implied to be given, in the area of research without the involvement
- 10                                  of the Employee’s supervisor and the agreement of the Employee.
- 11                   **e.**     Evaluate how well an employee fulfilled the work duties they were
- 12                                  assigned.
- 13                   **f.**     An evaluation may not penalize a faculty member for having less
- 14                                  than twelve (12) credit hours of work assigned. See 7.3.
- 15                   **(3)**    Academic professionals have, as part of their job description, other duties
- 16                                  as assigned. Significant duties assigned under this heading must be issued
- 17                                  in writing (via email) and are included in the expectation of performance.
- 18                                  Minor requests that are within the appropriate scope of the individual’s job
- 19                                  may be given verbally.
- 20                   **(4)**    Each Evaluator completing a performance evaluation must articulate
- 21                                  sufficient and specific grounds or reasons to substantiate any rating other
- 22                                  than “Meet Expectations.”
- 23                   **(5)**    Evaluations shall not be arbitrary nor capricious and the evaluation shall
- 24                                  reflect the reviewer’s best judgment of the individual’s performance.
- 25                   **(c)**    Promotion Appraisals.
- 26                                  **(1)**    Faculty Members may request, at the time of the submission of the
- 27                                  Evaluation Information Sheet (see Section 8.3(b)), an appraisal regarding
- 28                                  their progress toward promotion, if applicable.
- 29                                  **(2)**    The appraisal is intended to provide a current assessment of the strengths
- 30                                  and weaknesses of the Faculty Member’s candidacy for promotion and
- 31                                  provide assistance and counseling in progressing toward promotion.

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- 1                   **(3)**     The Evaluator shall include the promotion appraisal as a separate addendum
- 2                                   to the annual evaluation, but the promotion appraisal shall not be part of the
- 3                                   justification for the ratings assigned for the annual evaluation.
- 4                   **(4)**     Such appraisals regarding progress toward promotion are non-binding on
- 5                                   the University and shall not be subject to the grievance process.
- 6                   **(5)**     Such appraisals shall not be included in the employee’s personnel file and
- 7                                   shall not be considered or used during the promotion process.

8 **8.3**    Annual Evaluation. Employees are evaluated at least once annually, except as described in  
9 Sections 8.3(g) and (h).

- 10           **(a)**     The annual evaluation period will cover all employment occurring from February
- 11                                   1 through January 31, regardless of the employment start date.
- 12           **(b)**     The Employee must submit the Evaluation Information Sheet (see Section 8.7) to
- 13                                   the Evaluator, with a copy to the Provost’s Office, no later than February 15.
- 14           **(c)**     On or before May 1, the Evaluator must:
  - 15                   **(1)**     Complete the performance evaluation;
  - 16                   **(2)**     Provide a copy of the Evaluation to the Employee, and;
  - 17                   **(3)**     Discuss and review the evaluation with the Employee (the Employee may
  - 18                                   choose to not discuss the evaluation). The discussion will be scheduled by
  - 19                                   the Evaluator during normal business hours, unless both parties agree to a
  - 20                                   meeting outside of normal business hours.
- 21           **(d)**     On or before May 1, the Employee must acknowledge receipt of the performance
- 22                                   evaluation by signing the evaluation. The evaluation shall make clear to the
- 23                                   employee that this is only to acknowledge the receipt of the evaluation and does
- 24                                   not represent acceptance of the contents of the evaluation. The Evaluator must sign
- 25                                   the evaluation and submit the signed evaluation to the Provost’s Office.
- 26           **(e)**     On or before May 15, the finalized performance evaluation must be added to the
- 27                                   Employee’s evaluation file in the Provost’s Office unless the employee and the
- 28                                   Provost’s Office have agreed to postpone a review meeting until after May 15 (see
- 29                                   8.6 (c)).
- 30           **(f)**     Revised evaluations

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- 1                   **(1)**    If errors, omissions, or other documentable issues with the evaluation are
- 2                                   discovered, the chair, division director if present, Provost, or Provost
- 3                                   designee may issue a revised performance evaluation to replace the original
- 4                                   evaluation. However, a revised evaluation may only be issued within 120
- 5                                   days of the finalized evaluation being added to the Employee’s evaluation
- 6                                   file (see 8.3 (e)) except by mutual agreement of the Employee and the
- 7                                   University.
  
- 8                   **(2)**    If the performance evaluation contains indisputable factual errors or
- 9                                   omissions (e.g. an SAI result or DFW rate is misreported), the chair,
- 10                                  division director if present, Provost, or Provost designee will issue a
- 11                                  corrected performance evaluation to replace the original evaluation.
  
- 12                   **(3)**    The Evaluator and Employee must acknowledge receipt of the revised or
- 13                                  corrected performance evaluation by signing the revised or corrected
- 14                                  evaluation. The University would retain both evaluations and would
- 15                                  indicate on the original evaluation that it had been replaced by the revised
- 16                                  or corrected evaluation.
  
- 17                   **(g)**    The performance of an Employee must be evaluated annually, with the following
- 18                                  permissible exceptions:
- 19                                  **(1)**    Employees that have resigned;
- 20                                  **(2)**    Faculty members in the terminal year of the contract, or;
- 21                                  **(3)**    Faculty members whose employment began less than ninety (90) days prior
- 22                                  to the end of the evaluation period.
  
- 23   **8.4**    Probationary Evaluation. In addition to the annual evaluation, the academic professional
- 24                                  must receive a probationary evaluation after ninety (90) days of employment in their
- 25                                  position.
- 26                   **(a)**    In the absence of a completed probationary evaluation, a probationary employee
- 27                                  will default to a “satisfactory” rating.
- 28                   **(b)**    If the academic professional’s probationary period ends between October 1 and
- 29                                  January 30, the employee’s immediately following annual performance evaluation
- 30                                  may be skipped. If skipped, the employee must be evaluated during the next annual
- 31                                  evaluation period.

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1 **8.5** Evaluators.

2 (a) Faculty Evaluators are the Department Chair or Division Director that has been  
3 assigned personnel management responsibility by the Provost for the Employee’s  
4 area. When the Evaluator is a Division Director, the Division Director will seek  
5 advice and context from a department chair for each of the faculty members in the  
6 unit. The Assistant Librarian and Wellness Counselor are evaluated by their  
7 immediate supervisor.

8 (b) For faculty, the Provost will appoint an evaluation review panel which will consist  
9 of Evaluators, and if the Faculty Representative Council chooses to do so, two  
10 faculty members of senior rank (Associate Professor or Professor) appointed by the  
11 Faculty Assembly. The purpose of the review is to ensure the Evaluators have  
12 applied a consistent standard to all faculty members when conducting the  
13 evaluations. The reviews prepared by Department Chairs or Division Directors may  
14 change as a result of panel discussions. The Provost will serve as chair of the  
15 evaluation review panel. All members of the evaluation review panel must agree to  
16 the confidentiality of the review process.

17 **8.6** Evaluation Review.

18 (a) Within seven (7) calendar days of receipt of the evaluation, the faculty member  
19 may request a review, in writing, with the Provost’s Office to discuss (with the  
20 Provost or Provost’s designated administrator) concerns regarding the evaluation,  
21 which were not resolved in previous discussions with the Evaluator.

22 (b) Within seven (7) calendar days of receipt of the evaluation, the academic  
23 professional may request, in writing, a meeting with the administrator at the next  
24 higher level in their line of authority to discuss concerns regarding the evaluation,  
25 which were not resolved in previous discussions with the Evaluator.

26 (c) The evaluation reviews in (a) and (b) above must take place no later than May 15  
27 unless both the Provost’s Office and the faculty member or academic professional  
28 mutually agree to schedule the meeting after May 15.

29 **8.7** Evaluation Information Sheet. A sample Faculty Activity Report format is attached to this  
30 contract in Appendix B. The Faculty Representative Council may provide the Provost with  
31 recommended changes to the information sheet’s format no later than December 1 on an  
32 annual basis. The Provost will communicate decisions on changes in the format to the

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1 Faculty Representative Council by January 15. (See Appendix B).

2 **8.8** Sources of Faculty Evaluative Information. Evaluations are intended to be comprehensive  
3 and not based on a single or limited number of sources of information.

4 (a) The Evaluator may consider all appropriate and available information that is  
5 relevant to the Employee’s performance. This includes information provided by the  
6 Employee and information provided from the following sources: Immediate  
7 supervisor(s), peers, students, other University officials who have responsibility for  
8 supervision of the faculty member, and members of the University community.

9 (1) Any materials or information used to evaluate a faculty member other than  
10 that included in the faculty member’s dossier will be provided or explained  
11 to the faculty member by the Evaluator during the evaluation meeting  
12 offered pursuant to Section 8.3(c).

13 (2) Any materials or information that have not been disclosed to the faculty  
14 member as described in 8.8(a)(1) cannot be used in the evaluation process.

15 (b) Records maintained for the purposes of any investigation of Employee misconduct,  
16 including but not limited to a complaint against an Employee, including anonymous  
17 complaints, and any final conclusions reached pursuant to the investigation of such  
18 complaint may not be used or considered in the evaluation process until they are  
19 considered final, pursuant to section 1012.91, Florida Statutes. Information that has  
20 been validated that is a part of an investigation may be used, regardless of complaint  
21 finding and the status of the complaint.

22 (c) Information from outside the evaluation period must not be considered in the  
23 determination of the Employee’s evaluation rating. However, reference to prior  
24 evaluations may be appropriately considered for the purpose of providing context  
25 or comparison (such as meeting previously stated goals, or noting improvement,  
26 consistency, or regression), if directly relevant to performance during the current  
27 evaluation period.

28 (d) All employees may provide a written response and/or comments regarding their  
29 evaluation and have it added to the evaluation file within sixty (60) days of the  
30 receipt of the evaluation. All written material used to produce a performance  
31 evaluation shall be included in the evaluation file.

32 **8.9** Evaluation Guidelines. The administration will develop a set of evaluation guidelines for

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- 1 each of the faculty ranks that indicate performance characteristics appropriate to each  
 2 rating for teaching, scholarship, and service.
- 3 **(a)** Judgments of academic excellence are complex. Evaluation guidelines cannot  
 4 easily be reduced to a quantitative formula, nor can the considerations that must be  
 5 applied in each individual case be completely described in general terms or by  
 6 numbers alone, separate from necessary qualitative assessments. Therefore, the  
 7 guidelines are used to create consistency in ratings across the range of evaluators  
 8 and are specifically not a scoring rubric.
- 9 **(b)** The guidelines for a review period will be provided to the academic departments  
 10 by September 15 of the year prior to the beginning of the review period and the  
 11 departments will provide comments on the guidelines on or before November 1 of  
 12 that year. The comments provided must be approved by the majority vote of the  
 13 department. The vote must take place anonymously. By January 15, the review  
 14 evaluation panel will consider the department recommendations and provide a  
 15 recommendation to the Provost on evaluation guidelines to be used for the next  
 16 review cycle. The University must provide the final guidelines to faculty before the  
 17 review period begins.

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1 (c) The scale for the evaluations is provided in the following table. The performance  
 2 rating will typically be used in setting salary increases as described in Article 12.

<b>Evaluation Key</b>	
<b>Deficient</b>	<i>Performance that does not meet an acceptable standard. This rating will typically require a supervisor and employee to develop a performance improvement plan.</i>
<b>Needs Improvement</b>	<i>Performance that is below a reasonable expectation for the person's job description.</i>
<b>Meets Expectations</b>	<i>Performance is sound and within reasonable expectations for the person's job description. Supervisors may add a "+" or a "-" to this rating as further indicators of an employees performance.</i>
<b>Exceeds Expectations</b>	<i>Performance that goes beyond the "Meets Expectations" standard in some significant way. The individual has performed at a level that provides distinction for themselves.</i>
<b>Exemplary</b>	<i>Performance that is extraordinary and reflects outstanding distinction for the individual.</i>

3 **8.10** Performance Improvement Plan.

- 4 (a) No employee in their terminal year of employment will be required to develop a  
 5 performance improvement plan.
- 6 (b) When an employee receives an overall evaluation of "Deficient," they and their  
 7 supervisor will develop a performance improvement plan except in the situation  
 8 explained in 8.10 (a). The primary responsibility for putting together the plan lies  
 9 with the faculty member.
- 10 (c) When an employee receives an overall evaluation of "Needs Improvement" for two  
 11 consecutive years, they and their supervisor will develop a performance  
 12 improvement plan except in the situation explained in 8.10 (a).
- 13 (d) When an employee receives a "Needs Improvement" or "Deficient" rating in any

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- 1 category used in the evaluation, they may request that they and their supervisor  
 2 develop a performance improvement plan. Such a request will be approved by the  
 3 supervisor except in the situation explained in 8.10 (a).
- 4 (e) The performance improvement plan will be developed by the employee, in  
 5 cooperation with his/her supervisor, and include specific performance targets and a  
 6 time period for achieving the targets.
- 7 (1) The performance improvement plan will be approved by the President or  
 8 representative.
- 9 (2) Specific resources identified in an approved performance improvement plan  
 10 may be approved and provided by the University. However, the University  
 11 is under no obligation to provide resources requested by the faculty member  
 12 or the supervisor.
- 13 (f) The supervisor will meet periodically with the employee to review progress toward  
 14 meeting the performance targets. It is the responsibility of the supervisor to use the  
 15 performance improvement plan as the part of the basis for the next annual  
 16 evaluation.
- 17 **8.11** Evaluation File. Faculty members must refer to 6C13-6.008 Personnel Records and  
 18 Limited-Access Records regarding access to, and disclosure of, performance evaluations  
 19 and other faculty evaluative information.

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