

## Administrator Annual Review Survey Guidelines

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The University of Arizona is committed to the growth and development of administrators. As part of this process, we provide them with the opportunity to obtain informal, honest, and constructive feedback using a 360 degree survey. This type of survey is a process that provides input on the same items from multiple sources, including, supervisees, self, peers, and supervisor. This survey feedback provides administrators and their supervisors with rich and actionable items for professional development.

The 360 Degree Survey for UArizona Administrators is available on the university-wide Qualtrics library. Instructions on how to copy the survey can be found [here](#). It is intended to be completed by direct reports (faculty and staff), a subset of peers, the supervisor, and by the administrator themselves. It could also be completed by community members; however, this sector is not required unless outreach is a key element of the job description of the administrator. It should take approximately 10 minutes to complete. It is anonymous. The results of the survey should be provided in a cross-tabs table that allows for comparison of scoring across all stakeholder respondents. The instructions for creating this table can be found [here](#) (min. 3:15).

The survey is initiated by the supervisor and will be shared with the administrator prior to the career conversation meeting. The results of the survey will not be made public, they are only for use during the career conversation between the supervisor and administrator. We recommend the following strategy to review the 360 feedback: (1) look for similarities and differences in averages across stakeholders (2) identify consistencies in strengths (3) identify consistencies in areas for improvement (4) identify areas of inconsistency across stakeholders.

All annual reviews are intended to be formative in order to focus on opportunities for professional growth. Administrator reviews typically follow the career conversation format. This is centered in a coaching model to enhance performance. This usually includes an executive summary narrative of the activities of the administrator in the past year. This year we also provide this brief survey to include input from direct reports (staff and faculty). For more information about best practices for career conversations, go to the link here: <https://hr.arizona.edu/supervisors/performance-management>

Please see below for answers to frequently asked questions and basic guidelines for distribution and process of utilizing the survey tool for annual reviews of administrators.

### Why use the survey tool for annual review?

All administrators will be evaluated in writing once every 12 months by their immediate supervisor with respect to their leadership in building trust, fostering collaborations, maximizing resources, achieving results and instilling inclusive excellence, according to [UHAP 5.2](#) (see below for more background on policy). Input from faculty and staff will be included in the annual review and a self-assessment; in addition, input from peers and supervisor helps

give a comparison of scores that includes feedback from peers who have faced similar challenges in the past year, as well as one's supervisor who will have additional dimensions of understanding of the administrator's performance. Obtaining and reviewing annual feedback can help administrators regularly address any minor changes necessary and will help them stay on track for their five-year review.

### **What is the survey content?**

Faculty Affairs and Human Resources have created a survey for the purpose of soliciting annual feedback from immediate faculty and staff reports for the administrator. The survey should take approximately 10 minutes to complete. The items are similar to those that are used in the five-year administrative review, but the annual review survey is designed to be shorter as to facilitate higher rates of completion. Additionally, the annual review survey is not required to be sent out to the full range of stakeholders (e.g. students, and community members) considered during five-year review. The survey content is based on the UHAP annual review criteria (listed below) and the five-year review criteria <https://policy.arizona.edu/employment-human-resources/five-year-reviews-administrative-personnel>

### **Where can I find the survey?**

The survey is in the **University of Arizona – University Wide** organization library in Qualtrics, in the Faculty Affairs folder. **Instructions on how to copy this survey into your own Qualtrics library are [here](#).**

### **Who should fill out the survey?**

It is recommended that direct reports, peers, supervisor, and the administrator themselves complete the survey. The five-year administrator review survey is when the survey is sent out to a much broader audience that includes students, affiliated faculty and advisory boards; however, this is not necessary at the annual review. The survey has been constructed to ensure responses remain anonymous. It could also be completed by community members; however, this sector is not required unless outreach is a key element of the administrator's job description.

### **When do I send the survey and how do I send it?**

The supervisor will manage the distribution of the survey as part of the annual review process for the administrator. The survey is openly accessible in Qualtrics. In Qualtrics, the survey content will need to be copied into a unique project for each administrator so that a unique link can be generated and results managed separately. The Distribution tab provides access to create a link for anonymous responses, which can be embedded into an email sent to respondents. **Instructions on how to create a link for anonymous responses can be found [here](#) (min. 2:49).**

***The supervisor will email the link with the invitation message (see below) and provide at least 14 days for responses. It is recommended that the survey be initiated at least one month before career conversations take place.*** This will provide sufficient time to allow 14 days to collect responses, organize the data report, and share with the administrator prior to the career conversation meeting.

Recommended email message:

I would like to invite you to complete this brief survey [\\*add link here\\*](#) to provide input for the annual review of [\\*add name of administrator\\*](#)

The University of Arizona is committed to growth and development of administrators. As part of this process, we provide them with the opportunity to obtain informal, honest, and constructive feedback from staff and faculty within their units. This feedback provides them with rich and actionable items to help them develop themselves and their units.

We would appreciate you taking a few moments to share your perspective on their leadership skill. The survey should take approximately 10 minutes to complete. The survey has been constructed to ensure your responses remain anonymous.

Thank you for your participation in this important process. If you have any questions, please contact [\\*add name of contact person\\*](#).

### **How do I prepare a report of the survey for annual review?**

Instructions on how to produce a report from Qualtrics are [here](#) (min. 3:15).

### **How do I use the survey for annual review?**

The supervisor will utilize the survey summary report to consider in their career conversation with the administrator along with their annual report self-study narrative. ***The summary report of the survey findings will not be made public***, it will only be used as an additional source of information to conduct the career conversation.

The summary report will only be reviewed and used by the administrator and their supervisor. ***The summary report will need to be shared with the administrator prior to the career conversation meeting.*** This is a tool to assist the supervisor in coaching the administrator to enhance performance. We give annual feedback to our administrators, and this survey is part of that process.

### **How do I follow up when issues are identified in the survey?**

There are no open-ended items on the survey given the previous research indicating that anonymous open-ended items are not a productive manner in which to solicit feedback. As such, we recommend that if a supervisor identifies concerns based on responses from the survey that they will seek additional input from faculty and staff through small group settings or individual in person meetings. This can be done through a “skip meeting” organized and led by Human Resources Leadership Consultants. If you have any questions, please contact the Office of Leadership & Organizational Development at [leadershipcoaching@email.arizona.edu](mailto:leadershipcoaching@email.arizona.edu) or 520-621-9561.

### **Career Conversations Report and Archiving**

We strongly recommend that all career conversation administrator annual review reports be uploaded in [UAVitae](#) to allow for audits of completion of annual reviews. It is not required to upload the survey results; however, maintaining an archive of survey results can demonstrate

change over time. Additionally, archives of annual reviews can be helpful for both administrators and supervisors if will do an audit of annual review reports in the summer of 2021.

### **Background on Administrator Annual Review Policy from UHAP 5.2**

Administrators of the University are evaluated with respect to all personnel matters on their leadership in developing collaborations and managing resources to build capacity, improve performance, and advance innovation. Annual performance reviews are intended

1. To involve administrative personnel in the formulation of objectives and goals related to their college, department, or program and their own professional development;
2. To assess actual performance and accomplishments in each area of an administrator's responsibility;
3. To promote an administrator's effectiveness by articulating the types of contributions the administrator might make to the University community that will lead to greater professional development, recognition and rewards;
4. To recognize and maximize administrators' special talents, capabilities and achievements, including the achievements of those they supervise;
5. To identify weaknesses that will be addressed during the next evaluation period;
6. To recognize efforts that ensure equal opportunity in hiring and retaining staff, faculty, and professionals, and in recruiting students;
7. To advance innovations that better enable units to achieve their strategic goals; and
8. To provide written records to support personnel decisions.

### **Administrator Annual Review Process**

The administrator's immediate supervisor will conduct the performance review, which will include peer review and input from those whom the administrator directly supervises. Such input may be obtained by the use of a faculty or staff survey developed by the University with additional items developed by an administrator's supervisor in collaboration with the unit. Each performance review will be in writing and contain, at a minimum, a discussion of the administrator's (a) past and present performance with respect to assigned duties; (b) leadership development; and (c) progress towards achieving the strategic goals of the unit.

The following procedures are involved in the annual performance review of administrative personnel:

1. Input from faculty and staff and other individuals comprising the administrator's unit is gathered along with other information on performance to provide benchmarks for the review.
2. Using the performance expectations and benchmarks set out for the evaluation period, the administrator will write a self-assessment, reflecting on each of the criteria on which the administrator is to be evaluated.
3. The administrator's supervisor will prepare a written assessment of the administrator's performance over the evaluation period on the basis of those written criteria and benchmarks, the administrator's self-assessment, and feedback from staff and faculty (if there are faculty in

the unit as well as staff). If the administrator has assigned research, teaching, or other non-administrative duties, the administrator's supervisor for these assignments will evaluate these duties as well.

4. The administrator's supervisor will provide the administrator with the performance review and will meet with the administrator to discuss the review and future expectations, typically by May 15, if possible.
5. The administrator may add comments to the written performance review before the administrator signs the document and returns it to the administrative supervisor. The signed performance review will become a part of the administrator's individual personnel record.

### **Annual Performance Review Criteria**

Administrators are assessed on their leadership in building trust, fostering collaboration, managing resources, and achieving results. Written evaluation criteria will include consideration of administrators' leadership skills, including their effectiveness in communicating and responding to coworkers, forging partnerships and building consensus, acquiring and managing resources, and advancing innovations in research, teaching, outreach, and other aspects of their unit's mission. The unit's progress will be assessed using performance benchmarks developed in collaboration with the administrator's supervisor and the faculty, staff and others in the unit. These benchmarks will be aligned with the University's strategic plan and may include but are not limited to the following:

- Input from faculty, staff, and other individuals in the administrator's unit;
- Feedback from internal and external collaborators;
- Business and community boards and outreach initiatives as appropriate to the mission of the unit;
- Increases in donations, research revenues, technology transfer, and other types of external funding;
- Management of resources within the unit;
- Efforts to recruit and retain diverse and outstanding faculty, staff, and students as appropriate to the mission of the unit;
- Measures of teaching effectiveness and learning outcomes, where relevant;
- Increases in undergraduate and graduate enrollments, including those from underserved backgrounds;
- Increases in online enrollments, where applicable;
- Improvements in time to degree and graduation rates where relevant;
- National and international recognition for research, scholarship, and creative achievements that are relevant to the mission of the unit;
- Clinical performance, where relevant;
- Performance on professional licensing examinations in units that train medical residents; and
- Success in meeting accreditation requirements, as appropriate and relevant.

Thank you for your participation in this important process of coaching through annual review designed to foster growth, development, and enhance performance of administrators. If you have any questions, please contact Faculty Affairs at [facultyaffairs@email.arizona.edu](mailto:facultyaffairs@email.arizona.edu) or 520-626-0202.