
Memo

To: Vice Presidents, Deans, Faculty Chairs, Directors, and Supervisors
From: Human Resources
Date: February 28, 2019
Re: Guidelines for 2019 Staff Performance Appraisals

A thorough and honest assessment of each employee's accomplishments, the careful setting of objectives for the coming year, and an ongoing focus on employee performance are fundamental to accomplishing the College's goals. Continuous feedback and check-ins throughout the year are an important part of the goal-setting, evaluation, and merit increase process. Annual appraisals are a mandatory part of your responsibility as a supervisor.

It is critical for employees to know and understand how their performance is viewed and to be given guidance on how to improve. A candid face-to-face discussion between the employee and supervisor is an essential part of an effective appraisal.

When appropriate, current job descriptions should be reviewed and updated as part of the appraisal process. If a current description does not exist, the supervisor and employee should develop one. Supervisors who need assistance with this process may consult with Human Resources.

Supervisors may begin the appraisal process by inviting staff members to perform self-assessments of their performance. Appraisals should review the following components:

- Job description
- Performance standards
- Goals and accomplishments
- Professional and skill-development activities
- Strengths and opportunities
- Overall assessment of performance
- Goals for the coming year

It is important to be clear about how you weigh specific job responsibilities, strengths, and areas to be improved in arriving at your overall assessment. Also, appraisals should focus on the job performance and deal with personality only as it affects performance. **Appraisal feedback should never be a surprise.** Supervisors may wish to discuss employee career aspirations and provide an opportunity for the employee to discuss other concerns. Commitments on issues requiring administrative approval (such as promotions, salary increases, and budgets) should not be made.

The College will have a salary increase program for the 2019-20 fiscal year; increases are expected to be modest, consistent with financial projections and economic conditions. Requests for reclassification or promotion—submitted with 2019-20 budget requests last November—will be reviewed closely again later this spring. Final determinations will be made by senior staff prior to letters being distributed in mid-June.

Two standardized forms are available to assist supervisors conducting performance appraisals (on the Human Resources website) including: Form A (non-exempt) for hourly employees—offers enhanced details in each category and expanded ratings, and Form B (exempt) for administrative/salaried staff—offers detailed categories and a tiered rating system. Regardless of the form, a concise appraisal with specific performance results is generally sufficient for most employees. Please note: The recommended browser to download appraisal forms is Firefox.

(over, please)

Appraisal Process and Schedule

Performance appraisals should be administered and submitted to Human Resources by June 1. Where major departmental functions or processes conflict with the suggested schedule, supervisors may discuss possible alternative arrangements with the Office of Human Resources. Human Resources will track late appraisals for senior staff review.

Preparation (Through March 22)

Supervisors should review the appraisal process with employees and set a time frame for completion. Prior to the appraisal interview, both the supervisor and employee should separately review the employee's current job description, accomplishments of the past year, strengths, areas to be improved, and overall performance assessment, as well as developing goals for the coming year. Staff members should be invited to prepare self-appraisals.

Consultation (March 25 – April 12)

Prior to conducting appraisal interviews, supervisors should discuss with their own immediate supervisor the tentative performance assessment of each employee. Supervisors may want to solicit information from their peers for use in developing the appraisal.

Discussion (April 15 – May 3)

Supervisors should meet with each employee to review the self-appraisals and discuss accomplishments of the past year, areas of strength and areas to be improved, overall assessment of performance, goals for the coming year, and other concerns such as professional development, career plans, etc. The written appraisal should generally be developed in its final form as a result of this meeting, not prior to it.

Written Appraisal (May 6 – June 1)

A written appraisal should be completed and signed by supervisors and their own supervisors. Any additional information, such as updated job descriptions, should be attached. The written appraisal should be reviewed briefly with the employee. Employees should then include or attach any comments they want to make, sign it in acknowledgment that they have read and received a copy, and return it to the supervisor. Supervisors may make copies of the signed appraisal for their files and return the original to their supervisor for forwarding to Human Resources.

Although the goal of this process is to be constructive, employees should have the opportunity to disagree, in whole or in part, with the appraisal. It should be made clear to employees that they may use the comment section or attach additional information. Alternatively, employees who disagree with their appraisals may discuss their concerns with the appropriate vice president, dean, or director who can elect to include Human Resources.

Appraisal Forms

[Potential appraisal forms and guidelines](#) are available electronically to facilitate the development of written appraisals and reduce paper consumption. Those supervisors who need assistance with these forms may contact Jody Leary at extension 5500.
