



SUPERVISOR TIPS



Supervision is critical to assuring optimal performance from employees, departments, and the College as a whole, and completing effective appraisals is a vitally important part of leading others. Colby has a longstanding commitment to ensuring that each employee understands how their performance is viewed and to providing employees with guidance on how to improve performance. The appraisal process requires a yearlong cycle of communication. Below are some best practices for evaluating employee performance.

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COMMUNICATE AT THE BEGINNING

- ◆ Establish clear expectations and goals at the beginning of the review period. The formal appraisal will refer to these goals and expectations.

COMMUNICATE DURING THE YEAR

- ◆ Throughout the year, discuss and document performance, particularly as it relates to goals and expectations.
- ◆ Include praise for good performance, as well as concerns about deficits.
- ◆ Communicate significant performance concerns to your director and to HR as soon as they develop.
- ◆ Avoid situations where the final performance appraisal will contain surprises. The year-end appraisal should be a review.

WRITE THE FORMAL PERFORMANCE APPRAISAL

- ◆ Request and review self-appraisals to ensure important items are not missed.
- ◆ Use information received to help prepare the written appraisal and the ensuing discussion.
- ◆ Using the original goals and objectives, as well as examples documented during the year, provide meaningful feedback covering the complete appraisal period.
- ◆ Use specific examples of exemplary, satisfactory, and unsatisfactory performance during the year.
- ◆ Manage salary-increase expectations; an employee's rating must reflect what she or he will receive for a merit increase. Everyone cannot be exceptional, particularly when only a small percentage receive the highest level of merit raises.
- ◆ An appraisal is a legal document. It must be able to stand on its own to an outside party to back up resulting personnel actions. It must comply with labor laws regarding discussion of permissible and impermissible factors being assessed.
- ◆ Include clear goals and expectations—as well as consequences—for the future to begin the appraisal cycle again.

COMMUNICATE APPRAISAL TO EMPLOYEE

- ◆ Schedule sufficient time and privacy to discuss the appraisal.
- ◆ Review observed performance and behaviors.
- ◆ Solicit ideas to create a constructive action plan for any areas that need improvement.
- ◆ Discuss goals and expectations to establish clear guidance for the next year and the next appraisal.

AFTER ADMINISTERING APPRAISAL

- ◆ Appraisals must be signed by the employee and the supervisor, as well as any other signatures the department head or VP requests.
- ◆ Forward the appraisal with all signatures to HR for the employee's personnel folder. Remember, appraisals are official documents and must be suitable for archiving.
- ◆ Appraisals must be filed by the deadline established by each VP for use in consideration of merit compensation increases.
- ◆ Schedule any needed follow-up discussions, such as to finalize agreed upon goals.
- ◆ Please feel free to consult with [HR](#) about any appraisal questions.