

PSRP PERFORMANCE APPRAISAL GUIDELINES

The Performance Appraisal Process at Madison College is designed to accomplish the following objectives:

- Encourage meaningful communication between employees and supervisors;
- Identify needed areas of individual professional development and personal growth;
- Provide appropriate and timely feedback to supervisors regarding performance;
- Provide a written record of performance and development;
- Recognize outstanding managerial performance;
- Improve organizational effectiveness; and,
- Challenge employees to continually improve performance and personal effectiveness.

The outcome of the evaluation process is a clear mutual understanding of position performance, goals and objectives for the next year, and a development plan to raise performance and provide career direction.

WHO EVALUATES PERFORMANCE

The immediate supervisor evaluates each employee's performance. The immediate supervisor is the person who assigns and reviews the employee's work and is responsible for necessary corrective actions.

Employees who have been under the direction of more than one supervisor during the performance review period are to be evaluated by both the previous and current supervisor. The current supervisor has the primary responsibility for completing the appraisal form and is encouraged to consult with the previous supervisor(s) to ensure that a fair assessment has been made.

TIMELINE

- Non-probationary employees must be evaluated at least once every two years on their anniversary date.
- Transferred and promoted employees serve a three-month trial period. The supervisor must evaluate these employees at the conclusion of two months of employment in the position.
- Introductory employees must be evaluated at the conclusion of the first six months of employment. A second evaluation must be completed two weeks prior to the completion of the introductory period, if the employee still remains in the position at that time.

Periodic reviews are recommended to foster better communication and to assess performance.

REQUIRED NARRATIVE AREAS

The supervisor is responsible for completing all areas of the performance appraisal form. However, the employee must be given an opportunity to provide input and/or comments on the narrative areas.

Position Changes

Identify any changes to the position that occurred during the past year as a result of assignment or changes to job duties, transfer or promotional opportunities or organizational restructuring.

Anticipated Position Changes

Describe any changes to the position that are anticipated to occur in the upcoming year as a result of assignment or changes to job duties, transfer or promotional opportunities or organizational restructuring.

Performance Target Results

Provide performance target results and achievement level for the mutually agreed performance targets assigned to the employee for the previous year.

Accomplishments

Describe accomplishments related to job performance, responsibilities and goals assigned for the previous year. This also includes the results or progress toward professional development goals and objectives.

Opportunities for Improvement

Identify opportunities for improvement or areas that require additional knowledge or skill. This includes projected development needs to meet anticipated assignments during the next evaluation period.

Performance Targets for the Next Year

The performance appraisal process is based on the fact that there is an approved position description on file for each employee (this describes the essential functions, tasks and responsibilities of the job and outlines the general areas of knowledge and skills required in order to be successful in the job). The description should be reviewed to ensure that it is accurate and up-to-date. Updated position descriptions should be forwarded to the appropriate HR Business Partner.

Develop performance goals/targets that pertain to a function or task specified on the position description, a strategic initiative, or operational enhancement. Performance must be measurable and observable. The following questions may help generate ideas for performance targets based on departmental/unit objectives:

- What can the employee do to improve the overall effectiveness of the work unit?
- Has the employee suggested program or process changes that help us meet our objectives and can be completed during the appraisal period?
- What needs to be done to improve the quality of our service? What refinements can we make to our operations? What needs to be introduced or eliminated?
- What are we ready to do now that we could not do last year (due to increased resources, system modifications, changed priorities, updated skills, etc.)?
- What skills, processes, products must be updated to meet client (student, faculty, staff, community) demand?

The supervisor completes this section prior to the appraisal meeting; however, based on discussion with the employee it may be revised during the appraisal meeting. Performance targets may also need revising during the review period as the position expectations change.

Development Goals & Objectives

Create development goals and objectives. They may focus on skills aimed at job mastery or combine job mastery with professional development skills.

- Job mastery skills are those that are necessary to successfully perform one's job.
- Professional development skills are the skills and knowledge that go beyond the scope of the employee's position description, although they may indirectly improve performance.

Development goals commonly include classes, but can also include elements such as cross-training and special project participation.

Competency Assessment

Assess the extent to which the employee demonstrates the competencies identified as important to effectiveness and provides fundamental elements of expected performance appropriate to the position. The supervisor lists areas and recommendations to assist the employee in achieving the desired improvement. Notable performance by the employee should be mentioned as well.

Overall Performance Rating

The overall rating of performance should reflect the entire evaluation period.

Employees receiving an overall performance rating of “Needs Improvement to Fully Achieve Expectations” or “Developing” (for introductory, transferred, or promoted employees), must have a Performance Improvement Plan developed by the supervisor with guidance from the HR Business Partner. The supervisor will use the performance factors as a guide, and list the areas in which the employee needs improvement and the actions planned to help him/her achieve desired improvement (i.e., goals). The areas and planned actions should be discussed with the employee and mutually agreed on with appropriate milestones and timelines created and monitored to resolve performance concerns.

Employee Comments

This section allows the employee the opportunity to respond to the evaluation, to articulate intentions for goal-setting and plans for improving performance and raising appraisal ratings, and to comment on ways in which the administrator, manager or supervisor believes his/her supervisor can help the employee grow professionally and manage more effectively.

Supervisor Comments

This section allows the supervisor to summarize comments and concerns or to add comments not captured in previous sections. This may include: 1) Providing additional explanation regarding the employee’s management skills in carrying out general or routine undertakings; 2) Describing noticeable improvement in or deterioration of performance as well as performance above and beyond the call of duty; or 3) Elaborating on any part of the performance evaluation or overall rating with particular emphasis on service and quality management.

PREPARING FOR THE PERFORMANCE APPRAISAL MEETING

1. The appraisal meeting is too important to be left to chance. The appraiser needs to be well prepared for the meeting.
2. Schedule a mutually convenient time and place well in advance for the performance appraisal discussion. Allow enough time and ensure privacy.
3. Know the employee's record thoroughly. It will seriously undermine the results of the meeting for the appraiser to get into the meeting and find that he/she lacks important information about the employee being appraised and his/her performance. Be prepared with specific information, not just a general overall evaluation. Prepare notes and use the completed performance appraisal form as a discussion guide so that each important topic will be covered. Be ready to answer questions employees may ask about why you appraised them as you did.

4. Review performance standards, documentation and position description as well as the appraisal form and various ratings. Get the employee to thinking about performance - perhaps provide a list of questions to use as a basis for discussion. Examples of such questions include:
 - a) What do you think you've done best during the appraisal period?
 - b) What could you have done better?
 - c) What overall rating would you give yourself?
 - d) What rating do you think I will give you?
 - e) Any suggestions for the department?
 - f) What can I do to help make you more effective?
5. Approximately 1-2 weeks before the performance review meeting, both the employee and the supervisor will individually complete the appraisal form. This gives each person an opportunity to comment on the status of goals and objectives for the past year, identify performance strengths, describe his /her accomplishments of the previous year, and note circumstances that may have affected performance. The supervisor should provide a firm due date for the employee to return the completed self assessment.
6. Once the employee submits the completed appraisal form, the supervisor will add his/her comments along with the employee's comments to the form. The completed appraisal form will be provided to the employee for review prior to the meeting.

CONDUCTING THE APPRAISAL DISCUSSION

The performance appraisal process is intended to be an on-going collaborative effort between the employee and the supervisor and includes a minimum of one face-to-face meeting. Specific situations may require more than one face-to-face meeting.

If the discussion could, in any way, lead to discipline or termination, or affect the employee's working conditions, the employee may request union representation at any of the meetings. Outlined below are some steps you may take to make the appraisal evaluation process as successful as possible.

- Create a supportive environment by stating clearly the purpose of the discussion. Be as non-threatening and open as possible, since the employee may be tense or uncomfortable.
- Discuss key areas of responsibility and give examples of specific results. Have the employee go first, based on the self-appraisal or the questions you provided in advance. Be sure to ask clarifying questions, if needed, to make sure you understand the employee's viewpoints.
- Readily acknowledge performance that reinforces the goals of the work unit.
- Discuss what could have been done better. Identify your concerns and listen to the employee's explanations.
- Focus on future performance. Involve the employee in developing action plans, identifying problems and resolution options. This can help the employee identify where he/she needs to take responsibility for improvement.

- Make sure you and the employee have a common understanding of future performance expectations and come to an agreement on performance goals and targets for the upcoming year.
- Discuss the employee's interests and potential new responsibilities and suggestions for development activities (e.g., professional development, new assignments or projects). Discuss both of your roles in achieving new objectives while maintaining ongoing responsibilities.
- Conclude on a positive note. Emphasize the benefits of your conversation and be clear that you remain available to respond to suggestions, questions or concerns.
- Based on this meeting, consensus will be reached regarding major job responsibilities, performance factors and goals.

THE FINAL APPRAISAL DOCUMENT

The supervisor will record the results of the discussion, with any revisions on the performance appraisal form. Ask the employee to sign and date the form, and explain that this signature acknowledges discussion of the contents, not necessarily an agreement with them. Route the document to the Department/Division Supervisor of the designated area for final signature. Send the original document to HR, provide a copy to the employee and keep a copy for yourself.

PREPARING FOR NEXT YEAR'S PERFORMANCE APPRAISAL

The performance appraisal process is a detailed process to understand and learn. Take some time to think about what materials, documents, information, etc., could have made this year's performance appraisal easier for you to perform. In planning for next year's review, the following is offered as suggestions:

- Update the a position description for each employee;
- Set goals, objectives, or expectations for the upcoming review cycle, and discuss them with the employee;
- Create a Performance Improvement Plan if performance did not meet expectations;
- Establish the criteria that will be used to evaluate each employee during the next review cycle; and
- Establish meeting times on a regular basis which are designated to discuss career planning and employee development.

These suggestions will assist you in increasing consistency among those you evaluate, performing a more thorough, results-oriented appraisal, effectively documenting performance throughout the year, and providing clear goals and expectations which are periodically discussed with the employee.

Like anything else, the performance appraisal process becomes easier with experience. After several evaluation cycles you will not only understand how to efficiently and proactively conduct appraisals, but you will also recognize their benefit to you, the employees you supervise, and the College.