

BARNARD COLLEGE

Guidelines for Supervisors Regarding Administrative/Confidential Employee Appraisals – 2008

Please note: Completed Performance Appraisals are due back in Human Resources by Friday, June 20, 2008.

Instructions

Performance appraisals can provide an important opportunity for communication with your staff. To make the process as constructive as possible for both you and your staff member, please consider doing the following.

1. Make an appointment with the staff member whose performance you will be reviewing. Allow ample time and ensure that you will not be interrupted.
2. Give the staff member a copy of the *Self-Evaluation Form* in advance of the meeting. Ask that the staff member complete this self-evaluation and return it to you prior to meeting with you. This self-evaluation is intended to be a communication tool for you and your staff member; you should each retain a copy. It should not be sent to Human Resources. (Employees are not required to complete the Self-Evaluation. If an employee does not wish to do so, you may want to use the form as an outline to guide discussion during the performance appraisal.)
3. At the performance appraisal meeting discuss your views of the staff member's performance over the past year. Focus on the responsibilities of the job as expressed in the job description, and refer to the Performance Factors on the *Administrative/Confidential Employee Appraisal Form*. Be as objective as possible. Ask the staff member for comments based on his or her self-evaluation.
4. After your meeting with the staff member, complete the *Administrative/Confidential Employee Appraisal Form* and seek the approval and signature of the Vice President or Director responsible for your area. Incorporate any changes he or she may suggest.
5. Give the completed appraisal to the staff member. If time permits, this can be done at a second meeting. The staff member needs to sign the appraisal and may add comments. If the staff member wants to keep the appraisal to consider it, set a date when you expect to receive the appraisal back. The staff member may make a copy of the appraisal but the original must be returned to you.

Rankings

The appraisal form asks you to rank a staff member's performance with regard to a number of performance factors.

1. **First**, read through all the factors and select up to ten (10) factors that you consider the most important factors for the job you are evaluating. Place a check mark in the box to the left of these factors.
2. If any of the twenty-two (22) general performance factors listed has little or no application to the position you are evaluating, it should be checked as "Not Required" in the appropriate box to the right of the factor.

To rate each factor, place a check mark in the appropriate rating box. **Note: You must respond to each factor, either by rating it or by indicating it is “Not Required.”** In addition, two (2) additional spaces have been allotted for the evaluation of any performance factors you may wish to add.

3. You will then need to rank the staff member’s overall performance. Consider the ratings on all the factors as you make this determination, and consider most particularly the ratings for those factors you indicated as being the most important to this job. It may also be helpful at this point to review the evaluation scale definitions (below).
4. Finally, provide a brief narrative summary of the employee’s overall performance. This narrative summary is recommended for overall rankings of “Provisional” or “Fully Competent.” **For rankings of “Unsatisfactory,” “Improvement Expected,” or “Commendable” a narrative paragraph summarizing the reasons for the rating is required.**

The evaluation scale for the performance factors has five levels that are defined as follows:

Unsatisfactory - Performance is inadequate (below minimum acceptable standards and expectations). Performance is causing problems/inconveniences/hardships for the department and/or co-workers and is having a negative impact on departmental effectiveness and/or productivity. This level of performance cannot be condoned or allowed to continue.

Improvement Expected - Performance only meets the minimum standards and expectations. Performance is generally “acceptable,” but improvement is needed and expected. Performance at this level may cause the department and/or co-workers some problems or inconveniences, or tend to diminish the department’s effectiveness and/or productivity.

Provisional (New Employee - defined as first year of employment, or a seasoned employee who has taken on a new assignment) - New employees are not expected to perform at the Fully Competent level required of more seasoned and experienced individuals. The new employee may need to be oriented to the job, complete required training or need time to become proficient through practice or exposure to the new working environment. Likewise, a seasoned employee who has taken on a new assignment may need time to adjust to those new requirements. This level of performance applies to the employee who is essentially satisfying the standards and expectations of a person learning or becoming oriented to a new position or assignment.

Fully Competent - Performance FULLY MEETS standards and expectations. The individual performing at this level is considered a stable and skilled performer by co-workers, peers, and immediate supervisor. **Performance, at times, may exceed standards or not fully meet standards, but averages to the Fully Competent level. Viewed objectively, the majority of staff members will probably average to a summary rating of “Fully Competent.”**

Commendable - Performance SIGNIFICANTLY EXCEEDS standards and expectations. Performance at this level would generally be recognized by peers and immediate supervisor, senior management and others. Performance is characterized by notable skill, initiative and superior job knowledge. The individual suggests and initiates improvements/changes and through his/her own performance has materially enhanced the effectiveness of the department

or division. Performance is generally not equaled by others (current and/or former employees in the same or similar position). **While a staff member may receive a “Commendable” rating for some individual performance factors, a summary rating of “Commendable” should be rare and must be clearly demonstrable.**

Employee’s Comments

The final section provides space for the staff member to comment on the evaluation and to include suggestions for the manager, including requests for staff development opportunities.

Assistance

The Human Resources staff is available to help you and your staff through this performance appraisal process. **If you have significant concerns about an employee’s performance, please phone director of human resources, Susan Krause Liebman, on x47518 to discuss the issues before completing the performance appraisal.** The Human Resources department extension is 42551.

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