



## Annual Staff Performance Appraisal – INSTRUCTIONS

These instructions are designed to guide Reviewing Managers and Staff Members through the Annual Performance Appraisal process. Successful utilization of these instructions should enable all parties to achieve the following objectives of the appraisal process: *Increased Communication, Improved Performance and Staff Member Development.*

- 1st STEP** PRE-PERFORMANCE REVIEW PERIOD – The Reviewing Manager and the Staff Member should reach agreement regarding the principal responsibilities of the subject position. The job description will be helpful at this stage of the appraisal process.
- 2nd STEP** STAFF MEMBER SELF-APPRAISAL – The appraisal process begins with the Staff Member evaluating his/her own performance and accomplishments related to the job responsibilities. This self-appraisal should begin before the scheduled review date. Reviewing Managers should give the Staff Member sufficient time to fill out the appraisal form during regular work hours. Once the Staff Member has provided a rating on each applicable category, he/she should return to the first page of the form and complete the Staff Member portion of the section entitled “Overall Performance Rating.” This summative rating should reflect the Staff Member’s overall performance score. Since the Rating Scale is non-numerical, it is important that the overall rating reflects a *weighted* emphasis on job criteria that has been deemed crucial to the strategic goals of the University and/or those of the specific department.
- 3rd STEP** MANAGER’S EVALUATION OF STAFF MEMBER’S PERFORMANCE – Once the Reviewing Manager receives the Staff Member’s completed self-appraisal, he/she should begin consolidating his/her own observations and findings. It is important for a Reviewing Manager to begin this process prior to the scheduled performance appraisal meeting. He/She should anticipate possible questions that the Staff Member will ask and should prepare complete, concise answers. Once the Reviewing Manager has completed his/her observations and findings, he/she should return to the first page of the form and complete the “Overall Performance Rating” section. This summative rating should reflect the Staff Member’s overall performance score. Since the Rating Scale is non-numerical, it is important for the Reviewing Manager to give the Staff Member a score that reflects a *weighted* emphasis on job criteria that the Reviewing Manager deems crucial to the strategic goals of the University and/or those of the specific department.
- 4th STEP** PERFORMANCE APPRAISAL DISCUSSION – At this stage, the Staff Member and Reviewing Manager meet to discuss the performance appraisal form together and to set goals/objectives for the coming year. The parties should set aside at least an hour of uninterrupted time for the meeting. The meeting should be a two-way process where the parties review and discuss the Staff Member’s responsibilities, results and progress toward objectives and core behaviors. The parties should also look at prior goals and objectives that were set in the previous performance review. Strengths and weaknesses should be identified and discussed. Furthermore, the parties should acknowledge and discuss disparities in ratings where they exist. Finally, where necessary, an action or developmental plan (that includes developmental goals and measurable outcomes) should be developed in consultation with an Employee Relations representative.
- 5th STEP** SIGNATURES – At the conclusion of the meeting, the parties should sign the first page of the form. The signatures signify discussion of the performance appraisal. Each party should also receive a copy of the form for his/her records. The original appraisal is then forwarded to the second level reviewer, for approval and signature, where appropriate. If the second level reviewer makes changes to the form, especially changes that impact the staff member’s ratings, another Performance Appraisal meeting should be held. In addition, the staff member should receive a copy of the revised form.
- 6th STEP** RETURN TO OFFICE OF HUMAN RESOURCES – The original, completed performance appraisal form should be returned to the Office of Human Resources along with any other relevant attachments, as identified by the parties. Once the form is received in the Office of Human Resources, it is placed into the Staff Member’s personnel file.