

CATAWBA COLLEGE GUIDELINES FOR COMPLETING STAFF PERFORMANCE APPRAISAL FORM

Catawba College's performance appraisal process is based on the belief that employees are our most critical resource, and individual performance and development is the prime consideration in determining their value and contribution toward fulfilling job requirements and goals. Therefore, the process is designed to improve job understanding and job competency; for mutual goal-setting to help motivate staff toward higher objectives; to learn about staff development needs; improve communications between administration and staff; reward meritorious accomplishments; identify unsatisfactory performance and counsel employees towards corrective actions.

Performance appraisal must be reviewed as a continuing process throughout the year, with a formal appraisal conducted once a year (during the month in which you were hired) using the official College Staff Performance Appraisal Form. The once-per-year performance appraisal should be a summary of earlier meetings, with a major portion of the interview devoted to a discussion of future performance planning.

The annual performance appraisal is not tied directly to a merit pay increase program, but it will weigh heavily in consideration for such a pay increase.

GUIDE TO CONDUCTING A SUCCESSFUL PERFORMANCE APPRAISAL BEFORE

- ❖ Schedule the forthcoming evaluation with the employee at least two weeks in advance of the session.
- ❖ Provide the employee with a copy of the appraisal form so that he/she can complete a self-appraisal and prepare for the session. Explain how the performance interview will be conducted.
- ❖ Ensure that the job description tasks and related measures are output-related and relate to quality, quantity, timeliness of service, etc.
- ❖ Provide the employee with a current job description and relate specific measure of output and results established for the job.
- ❖ Prepare for the session by reviewing all performance documentation compiled over the review period.
- ❖ Ensure that performance will be appraised on the basis of direct measures of outputs and results.
- ❖ Ensure that employee behavior and personal traits will be considered only to the extent that they are job related and affect job results.
- ❖ Appraise the employee's performance using the applicable performance criteria listed on the form as a guide in the evaluation process.
- ❖ Determine the degree of performance results in each category, making specific comments in the space provided.

- ❖ Review the appraisal comments with your supervisor to assure general agreement regarding the employee's performance.

DURING

- ❖ Meet with employee on schedule and ensure a private setting without interruption.
- ❖ Review the purpose and then plan for the appraisal interview.
- ❖ Mutually review the job description to ensure it is accurate and current.
- ❖ Proceed with the interview, giving the employee the opportunity to respond to the evaluation.
- ❖ Discuss summary comments, including strengths, areas needing improvement, and plan for development.
- ❖ Conclude the appraisal with an overall summary of the evaluation.
- ❖ Plan and schedule any follow-up activities concerning performance, development, or mutual goal setting.
- ❖ Offer the employee the opportunity to make written comments regarding the appraisal.
- ❖ Inform the employee when to expect the next formal evaluation.
- ❖ Secure the employee's signature on the appraisal form.

AFTER

- ❖ The supervisor conducting the evaluation should also sign the appraisal form.
- ❖ Give a photocopy of the completed appraisal form to the employee.
- ❖ Keep a photocopy of the completed appraisal form in your files.
- ❖ Forward the original of the completed appraisal form to the Human Resources Office.
- ❖ Conduct follow-up activities for performance improvement as discussed with the employee and continue ongoing appraisal each day.

RATING SCHEME

Place a ✓ mark in the appropriate box for each rating factor.

**RETURN THE COMPLETED PERFORMANCE APPRAISAL FORM
ALONG WITH AN UPDATED WRITTEN AND ACCURATE JOB
DESCRIPTION TO THE HUMAN RESOURCES OFFICE.**

TIPS FOR CONDUCTING FRIENDLY PERFORMANCE REVIEWS

Performance evaluations are more art than science. There is no right or wrong way to evaluate an employee. **The key is to tell the employee in what areas there is room for improvement, without hurting feelings or morale.**

Face it, much of the performance review is “constructive criticism,” and employees don’t like criticism, no matter how you sugarcoat it. Nevertheless, there are ways to handle reviews to minimize potential ill will. Here are some tips for conducting a professional and productive job review.

1. **Reiterate expected performance standards and review past performance.** Make it clear that you’re not attacking the employee personally---show how poor performance affects the College. Do not attribute problem behavior to protected characteristics, such as age or race; describe the team effort that must be made by all employees of the College.
2. **Identify the specific areas in which the employee must improve performance.** This will avoid the problem of employees taking a general criticism of one area and attributing it to their entire performance. It often helps to describe the desired performance in terms of expected results. Be sure to provide the employee with concrete examples of what good performance looks like.
3. **Ask the employees for their thoughts on why their performance isn’t up to par.** Give employees an outlet to explain their actions, rebut criticisms with which they disagree, and complain about the job or work environment.
4. **Collaborate on ways to remedy the poor performance.** On one hand, you should let the employee contribute to the development of performance improvement steps. That way, employees will have a sense of ownership in the solution. On the other hand, you need to be equally involved as a show of support.
5. **Write an action plan.** Once improvement steps have been identified be sure to include specific goals and a timetable for meeting these goals. Putting it in writing will reinforce both your and the employee’s commitment to improving. Have the employee sign the plan to prove that they agree to the outlined steps.
6. **Monitor progress.** Make sure to praise whatever improvements have been made thus far, no matter how small they may be. If there has been no change in the employee’s performance, implement more performance improvement steps or, if needed, dole out the discipline.

SAMPLE POSITION DESCRIPTION FORM

It is time to update all of the job descriptions for the employees on whom you will be conducting a performance appraisal during January and/or February.

All job descriptions for the College positions should be very similar in their preparation. The outline shown below shows the basic information that must be included in each job description. Please follow this outline as you and the employee involved update the job description.

Date Prepared:
Prepared by:

JOB TITLE:

JOB OBJECTIVES: The purpose of the job; why has this job been created?

ESSENTIAL JOB FUNCTIONS:

Does the job exist to do this function?

Would taking this function from the job fundamentally change the job?

Must this function be done by an incumbent?

JOB STANDARDS: Is special training or education required?

JOB LOCATION: Where are the duties of the job carried out?

EQUIPMENT USED: List of all the equipment that is necessary to perform this job

CRITICAL SKILLS/EXPERTISE:

Ability to operate special equipment. Computer skills. Ability to listen, speak clearly, ask questions, etc. Ability to work under the pressure of deadlines, etc.

NON-ESSENTIAL FUNCTIONS: Functions of the job that does not have to be done or that can be done by other current employees.

This packet contains the **Staff Performance Appraisal forms that you need to complete by the end of this month.** I have included some guidelines and tips to follow while performing these evaluations. I have also included a ***Professional Development Form*** that can be copied and used by the employee being evaluated to update their professional development training. This form can be attached to the appraisal form and returned to me to be placed in the employee's personnel file.

Please **be sure that you complete an appraisal form on each employee.** The **original should be returned to me** to place in the personnel file of the employee. You should **keep a copy and give the employee a copy** of the completed form.

As part of this evaluation process, you will need to **work with the employee to write and/or update the current written job description.** If the current written job description is accurate then please initial and date the hard copy and return it to me along with this appraisal.

In summary, there are **three things that I need returned to the HR Office by the end of this month:**

Staff Employee Performance Appraisal Form
Professional Development Form update
Written or updated written Job Description

Thank you for completing this project in the time frame allotted.

Larry Farmer
Human Resources Officer