

SKIDMORE

C O L L E G E

SUPERVISOR GUIDELINES: ANNUAL PERFORMANCE REVIEW PROCESS

Performance Planning - The supervisor and employee meet to plan the upcoming year. In their discussions they agree upon:

- Goals & Objectives for the coming year (both goals to help the department meet its objectives, as well as personal developmental goals).
- The Job Description should be reviewed regarding the employee's responsibilities for results that will be measured as part of their performance.
- The performance factors – competencies or behaviors that will be important in determining how the results will be achieved.

Performance Execution - Over the course of the year the employee executes the agreed upon plan.

- The supervisor is responsible for ongoing feedback and coaching.
- Discontinued, revised and/or new objectives should be updated with the employee and noted in writing.

Performance Assessment - At the end of the evaluation cycle:

- The employee completes their self-evaluation using the Skidmore "Annual Performance Review" form (Employee Response) and shares it with their supervisor. The self-evaluation should include:
 - Accomplishments from the previous year and strengths they bring to the job and department.
 - Their goals and objectives for the coming year.
 - Areas of interest for their professional development and planned career growth
- On the same form, the supervisor completes an assessment (Supervisor Response) of the employee's performance over the past year, based on the Goals and Objectives set previously, as well as review of the Goals and Objects for the year ahead.
- The supervisor provides an Overall Performance ("Successful" or "Currently Not Successful") on the first page of the Skidmore "Annual Performance Review" form

While preparing the assessment, the supervisor should consider the following:

- Know what you want to communicate, and say it precisely and clearly. Anyone picking up the document should be able to understand its meaning.
- Even employees with the strongest performance have areas for improvements; be constructive and coach them in expanding their skills and contributions.
- There are always positive aspects to an individual's performance; observe them first.
- Be sure to have examples of performance you are citing (strengths & areas for improvement). They do not all have to be part of the written format, but can be added verbally during the discussion. Make sure that they are accurate and observable.
- Be prepared to offer to help and coach the employee through the necessary improvement areas and development suggestions.
- If there are serious performance issues, discuss your concerns with Human Resources prior to your discussion with the employee to understand your options and obligations as a supervisor.
- Be sure you have evaluated the entire year, and not just the most recent occurrences.
- Be sure to evaluate the employee, rather than the function, unless that is part of their established area of responsibility as defined in their job description.
- Be sure the feedback is based on job content and is free of bias or prejudice.
- Include a summary response of the year's overall performance period. This is a required field:
 - **Successful** (*Demonstrates Skidmore Employee Competencies. Contributes to a welcoming and inclusive environment where colleagues feel heard, empowered, and have a sense of belonging. Demonstrates people skills with strong engagement and contributions to the team. Performs all aspects of the job function, responsibility, or goal. Recognizes, participates in, and adjusts to changing situations and work assignments. Achieves results in changing environments. May contribute beyond the scope of the job and team. May exceed requirements by achieving results in complex, unordinary circumstances. May exceed requirements or may require improvement in one or two areas.*)
 - **Currently Not Successful** (*Does not successfully demonstrate Skidmore Employee Competencies. Poor relationship management; may impede the work of others and the unit. Performs below established job requirements. Resists opportunities and challenges and fails to show initiative to*

make changes.) This rating requires a conversation with HR. Consider a Performance Improvement Plan or disciplinary action.

Performance Review Discussion - Before the Performance Review discussion, the supervisor should consider the following:

- Schedule a mutually convenient time and place for the discussion at least one week in advance.
- Avoid surprises. Explain the purpose of the meeting to the employee and give the employee your written evaluation approximately 1 day prior to the discussion, to give them time to read it and prepare for a meaningful discussion.
- Allow enough time for a two-way discussion (approximately 1 hour).
- Ensure that there will be no interruptions (phone calls, email, etc.).
- Anticipate the employee's reactions, both positive and negative, and think through your potential responses.

Steps to consider in the discussion:

- Demonstrate respect and seriousness for the process.
- The employee should feel that nothing is more important to you than their performance review right now; be on time; verbalize how important this meeting and the employee are to you.
- State the purpose of the discussion; review why the College has chosen to use performance reviews.
- Describe the data you used in preparing your document (e.g., established goals and objectives, employee's performance output, regular meetings you have had throughout the year, written documentation, feedback from others who work with the individual, customers, etc.)
- Verbally present your assessment of the employee's performance, as stated on the document you provided to them in advance. Add specific examples and tie it back to their input – where you agree and where you may see things differently. Go through each section.
- Together discuss the differences and similarities and agree on the improvement needs and plans. Update any changes on the document.
- As you make suggestions, be sure you do not make comparisons to other employees in the department, or share another employee's performance view information.
- Together the employee and supervisor revise any of the employee's key responsibilities as stated in their job description
- Set new goals and objectives, standards, and performance factors for the coming year.
- Develop a revised action plan to help the employee meet these goals and standards.
- Close the discussion by summarizing what you have talked about and agreed upon; both of you sign and date the document. The employee is signing only to acknowledge that they had the discussion, not that they necessarily agree with all aspects or statements within the document. They may choose to provide a written response.
- Make two copies of the signed document for the employee and your records. The original is sent to Human Resources for the employee's personnel file.
- If there is a performance issue, clearly explain the next steps (e.g., agreed upon follow-up review, special weekly or monthly meetings, additional training, etc.)
- End with a positive comment and thank the employee for their contributions to Skidmore.

FOR ASSISTANCE - Contact your supervisor and/or Human Resources for support in writing and delivering effective performance reviews, coaching, suggestions and policy obligations.