GUIDELINES FOR CompleTING AN OXY PERFORMANCE APPRAISAL

As you know, supervisors are expected to give their reports constructive feedback on a “real time” basis throughout the year. Our evaluation process also includes an annual formal Performance Appraisal process that represents an important opportunity to evaluate an employee’s performance and give meaningful feedback. This helps employees know how they are doing, understand ways in which they may improve and provides a vehicle for memorializing performance improvement goals that the employee and supervisor establish for the upcoming year.

At Oxy, the following forms (accessible at http://oxy.edu/human-resources/forms/employees) are used in the Performance Appraisal process. Instructions are set forth below.

- Annual Performance Appraisal, which includes the Goals and Development Worksheet

  **Instructions**

1. Complete the **Performance Appraisal** and check in with your Vice President or Department head before you meet in person with the employee.

   a. Copy and paste the essential job requirements from the employee’s job description onto the **Performance Appraisal form**.
   
   b. Describe in a few paragraphs how the employee performs the job duties – and in general.
   
   c. Evaluate the employee’s performance using the following factors:

   5: Exceptional: This rating occurs infrequently and acknowledges the following achievements: work performance that far exceeded expectations this year due to exceptional quality in all essential areas of responsibility.

   4: Exceeds Expectations: Work performance consistently exceeds expectations. Demonstrates very high level of performance in all areas of responsibility.

   3: Successfully Meets Expectations: Solid performance that consistently fulfills expectations and at times, may exceed expectations. A fully successful employee consistently meets expectations within specified time, understands and supports College-wide goals and priorities.

   2- Improvement Needed: Performance does not consistently meet expectations. Plan for corrective action should be developed.
1. Unsatisfactory: Performance is consistently below expectations, and/or has failed to make reasonable progress. Significant improvement is needed and a timeline will need to be established.

The Performance Appraisal should be supported by specific examples of work that you have observed. Be thoughtful when assigning a rating. Please be mindful that “Exceptional” is for service that far exceeds expectations and keep in mind that “Successfully Meets Expectations” is considered acceptable performance -- although you are encouraged to provide feedback on how the employee may improve. Some supervisors evaluate “generously” so as to avoid awkward discussions or conflict. This will not help your employee improve or make changes to the way they perform at work. Be honest while using a respectful and professional tone. Consult with HR if you have any doubts about the accuracy or completeness of your appraisal.

d. Assess your employees with respect to the following general skills: Communication Skills; Work Habits; Initiative and Adaptability; Workplace Safety; and Supervisory Skills (if applicable)

e. At the bottom of the form, assign an overall performance rating. Employees have the right to respond to the appraisal in writing, either on the form itself or by attaching a separate document. Both you and the employee should sign and date the form.

f. Before you conduct the Performance Appraisal with your employee, you MUST review your feedback with your department Head of VP.

2. In-Person meeting with Employee

Meet in-person with the employee to discuss the performance appraisal. Try to create a relaxed and supportive environment. Explain how the evaluation process works (and describe next steps). Do your best to establish a climate of trust and encourage the employee to actively participate in the discussion. Try to start on a positive note; focus on the employee’s strengths and contributions before tactfully but honestly discussing performance areas that need improvement. Solicit the employee’s input about how to address a performance concern and try to come up with a solution together. If there are any areas in which the employee is not meeting their job expectations, explain to the employee that you will work together to develop an improvement plan and continue the discussion periodically over the next few [weeks, months, depending on the issues]. Human Resources is available to help plan you for this continued discussion.

3. Round out the process with the Goals and Development Worksheet. At the in-person meeting, you should engage the employee in a discussion about specific goals (both individual and team), and set expectations for the coming year. This dialogue creates an opportunity for you to offer training.
opportunities to assist the employee in attaining these goals. It is recommended that you complete this worksheet at the meeting. Both you and the employee should sign and date the worksheet.

The Performance Appraisal process is a critical tool for Oxy managers. *Please contact Human Resources if you need any assistance in planning and executing this essential management requirement.*

Thanks for your cooperation.