



2020 GUIDELINES FOR COMPLETING AN OXY PERFORMANCE APPRAISAL

What's the purpose of Oxy's Annual Performance Appraisals?

The performance appraisal process gives supervisors an opportunity to evaluate the performance of their staff members and give meaningful feedback. It gives employees the opportunity to know how they are doing and understand ways in which they may improve. Ultimately, it provides a vehicle for documenting performance improvement goals that the employee and supervisor establish for the upcoming year

At Oxy, the following forms (accessible at <http://www.oxy.edu/human-resources/employee-forms>) are available for the Performance Appraisal process. Instructions for supervisors are set forth below.

- 2019/2020 Annual Performance Appraisal, including the Goals and Development Worksheet

Instructions

1. Complete the **Performance Appraisal** *before* you meet with the employee.
 - a. Provide an overall narrative and rating for how well the employee performs the essential functions of their job as a whole, based on the job description with respect to their demonstrated professional skills and knowledge;
 - b. Provide a narrative and rating to evaluate specific performance behaviors;
 - c. Evaluate the employee's performance using the following four factors:

Exceeds Expectations: Performance consistently exceeds expectations. Demonstrates very high level of performance and work is consistently superior to the standards of the position.

Successfully Meets Expectations: Performance that consistently fulfills expectations and at times, may exceed expectations. Employee consistently meets expectations within specified time, understands and supports College-wide goals and priorities.

Improvement Needed: Performance does not consistently meet expectations. A professional development plan to improve performance needs to be developed.

Unsatisfactory: Performance is consistently below expectations, and/or has failed to make reasonable progress. Significant improvement is needed in most aspects of this position and a timeline will need to be established with Human Resources.

The Performance Appraisal should be supported by specific examples of work that you have observed. Be thoughtful when assigning a rating and providing a narrative.

Keep in mind that “Successfully Meets Expectations” demonstrates someone who is competent, productive and a highly valued member of the team -- although you are encouraged to provide feedback on how the employee may improve. Some supervisors evaluate “generously” to avoid awkward discussions or conflict. In the long term, this will not help your employee improve or make changes to the way they perform at work. Please be honest while using a respectful and professional tone. **Consult with Human Resources if you need any assistance with this process.**

- d. Assess your employees with respect to their overall **Position Expertise** based on performing the essential duties of their job as a whole, based on their job description and the effectiveness with which the employee applies professional skills and knowledge to the job, and separately, the following **Performance Behaviors**:

• **Communication Skills; Approach to Work; Initiative and Adaptability; and Supervisory Skills (if applicable)**

- e. At the bottom of the form, assign an *overall* performance rating. Please take into consideration the ratings for the **Position Expertise** and, separately, **Performance Behaviors** when assigning an overall rating.
- f. 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.

g. Before you conduct the Performance Appraisal with your employee, you **MUST** review your feedback with your department Head or VP.

2. Meeting with Employee Virtually

To meet safety guidelines, meet with the employee through a video conference platform, such as BlueJeans 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 or months, depending on the issue. **Human Resources is available to help you plan for this continued discussion.**

3. Round out the process with the **Goals and Development Worksheet**. Prior to the Appraisal Meeting, ask the employee to provide a list of accomplishments completed within the fiscal year. At the meeting, you should engage the employee in a discussion about specific goals (both individual and team), and set expectations for the upcoming 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 finalize this worksheet at the meeting.

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

Thanks for your cooperation.