



TO: All staff and all members of the faculty who supervise staff

FROM: Chris M. Abbuhl, Director of Human Resources *Chris*

DATE: April 24, 2015

SUBJECT: Performance Management Process for FY14-15

Annual performance management discussions provide an important opportunity for supervisors and employees to review how the past year has gone and to plan the work for the coming year to assure that each individual's effort is directed to the most important goals of the department and Mount Holyoke College at large. Toward that end, the College has established the goal of every benefits eligible staff member having a performance discussion with their supervisor covering FY14-15, supported by written documentation.

Evaluation overview

Supervisors will write a performance evaluation for each staff member who reports to them covering their performance this academic year and setting out goals for next year. Where a job description exists, the evaluation will reference the tasks outlined in the job description. In the absence of a job description, the goals for the future outlined in the evaluation will fulfill that function until a job description can be created.

Performance management forms and a guide for completing them are available at https://www.mtholyoke.edu/hr/performance_management. At that site, you will find a narrative style as well as a more traditional form. Some departments have well established and successful performance management practices and they should feel free to continue to utilize other formats. If you use another format, please incorporate as many of the guidelines below as possible.

By July 31st, all conversations should be completed and copies of the forms submitted electronically to Human Resources (performance-g@mtholyoke.edu). Please submit the signed forms in PDF format. Departments in the habit of completing performance evaluations on a different schedule related to their business cycle may continue to do so. Please incorporate as many of the guidelines below as feasible. Please follow the reporting and certification requirements described below in guideline six.

Guidelines:

1. In addition to a description of major accomplishments and strengths, each employee will receive constructive feedback describing 2-3 areas for improvement and suggestions for how to do so next year.
2. Overall performance for each employee will be rated as follows: exceptional, highly effective, effective, improvement required, unsatisfactory, using objective, standard criteria.
3. As a reminder, supervisors are expected to provide feedback, both positive and constructive, to employees throughout the year. Nothing in the performance evaluation should come as a surprise to the employee.
4. As part of this process, employees will be offered the opportunity to assess their own performance against their objectives and suggest goals for next year.
5. The performance evaluation document will serve as the basis for a conversation between employee and supervisor.
6. Employee and supervisor will both sign the evaluation, and the supervisor will send an electronic copy to HR. Leaders of Departments and Divisions will also submit a spreadsheet listing evaluations for all employees and certifying completion.
7. Supervisors are expected to use the performance conversation as an opportunity to explicitly ask for feedback and suggestions from each employee about how the supervisor can improve and help the employee do her or his job even better going forward.
8. Evaluations should be honest and objective. While we do not evaluate employee performance on a “curve” per se, it is expected that not all employees will receive the highest ratings, given the evaluation criteria.

Training

Training for staff is being offered at the following dates and times:

Tuesday, April 28, 9:00 a.m. (1 hour), Skinner 216
Thursday, April 30, 1:00 p.m. (1 hour), Skinner 216

Training for supervisors will be offered at the following dates and times:

Tuesday, April 28, 1:00 p.m. (90 minutes), Skinner 216
Thursday, April 30, 9:00 a.m. (90 minutes), Skinner 216

To register for one of these sessions, please send an email to performance-g@mtholyoke.edu.

We will be happy to schedule additional sessions upon request for departments and divisions when operations make the scheduled sessions difficult for you or there are specialized needs.