

# **Training Manual**

**May 2012**  
**Performance Appraisal Process**  
**For Local 2324 Represented Employees**

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## **L2324 Performance Appraisal Instructions**

In accordance with Boston University's collective bargaining agreement with Local 2324, U.A.W., performance appraisals are conducted annually for all eligible Local 2324 represented employees.

All bargaining unit employees who were hired on or before April 1, 2012 will be eligible for the July, 2012 performance increase. Only employees who are actively employed on the effective date of the increase will be eligible for the performance increases. Performance increases will be awarded to employees who are evaluated at "Exceptional", "Exceeds Expectations", and "Meets Expectations" will be eligible for performance increases.

Supervisors, in consultation with their department heads, are responsible for completing a Boston University Performance Appraisal Form designated for L2324-represented employees who meet the above service criteria.

To assist with the coordination and distribution of the review, performance review worksheets for all eligible Local 2324-represented employees will be distributed by your Human Resources Consultant. Performance appraisal training manuals are available on the Human Resources website at [www.bu.edu/hr](http://www.bu.edu/hr) in the Policies and Procedures section. The Human Resources Consultants will be available to provide you with any assistance you may need, including training of supervisors who are responsible for these reviews.

Department Heads will be notified of all approved increases after all the Performance Review Worksheets have been reviewed by Human Resources.

Increase amounts are awarded based on the performance appraisal score for each eligible employee. The average performance increase for this year will be \$350. The total amount of increases granted should not exceed the Department's Performance Award Pool. If unusual circumstances exist which may justify exceeding the pool, such as a department with one employee who was rated outstanding, contact Marilyn Walsh in Human Resources.

Performance increases will be added to the hourly base rates for eligible employees effective July 2, 2012 and reflected in the July 13, 2012 paychecks.

If you have any questions regarding this process, please contact your Human Resources Consultant.

# **Performance Appraisals and Performance Awards** **Schedule For L2324 Employees**

**Effective July 2, 2012**

- **Beginning April 30, 2012** - The Office of Human Resources distributes Performance Review worksheets and Unit Performance Award Pools to Deans, Directors and Department Heads and provides training to Supervisors. The Performance Appraisal forms and Training Manuals will be available on the Office of Human Resources website at [www.bu.edu/hr](http://www.bu.edu/hr). Deans, Directors and Department Heads manage the process to ensure that appraisals are fair and accurate, performance increases are equitable and the performance pool is not exceeded.
- **Prior to May 31, 2012** - Supervisors will complete the Performance Appraisal forms, and after consultation with their Dean, Director or Department Head will meet with their employees and forward the forms to their Dean, Director or Department Head.
- **Prior to June 8, 2012** - Dean, Director or Department Head compiles the completed Performance Review worksheets with total performance scores and increases from their unit/department and returns them to the Office of Human Resources.
- **Prior to July 2, 2012** - The Office of Human Resources sends Performance Award Increase Notifications to Deans, Directors and Department Heads so that employees can be notified of their increases.
- **July 2, 2012** - New rates, including general increase and performance increase, if applicable, are effective. The Office of Human Resources will enter the increases into the payroll system. The new rates will be reflected in the July 13, 2012 paychecks.
- **Prior to July 2, 2012** - Signed Performance Appraisal forms are returned to the Office of Human Resources for filing.

## **Schedule For Processing Questions And Answers**

### **Regarding the Performance Appraisal Process For Local 2324 Represented Employees**

1. Q. *Why is the performance appraisal process being conducted?*  
A. This performance appraisal process has been developed to objectively evaluate the performance of eligible Local 2324 represented employees, to inform those employees of how well they are performing their job duties, and to establish a fair and equitable procedure for the distribution of job performance increases.
2. Q. *Who will be evaluated during the 2012 performance appraisal process?*  
A. All current Local 2324 represented employees who have been hired on or before April 1, 2012.
3. Q. *Who should evaluate the employee?*  
A. The exempt staff member who is responsible for the daily supervision of the employee is the ideal person to perform the evaluation. Remember, these appraisals must be based on objective observations of job performance.
4. Q. *What period of time should these evaluations cover?*  
A. The supervisors should base their appraisal on the employee's job performance from January 2011 through the date of the evaluation.
5. Q. *What are the essential steps of the performance appraisal process?*  
A. The process begins with the supervisor reviewing the job responsibilities, duties, and knowledge required by the individual's position. Information on job requirements is contained in the employee's Position Study Questionnaire.

Next, the supervisor must rate and describe the employee's job performance on the Performance Appraisal form. (Please Note: When filling out the form use the TAB key to navigate between sections.) During this step, the supervisor must take care to evaluate objectively the employee's performance. The supervisor's comments are to be based solely on actual instances of job performance and the results of such performance.

Comments on the Performance Appraisal form should describe examples of the employee's typical level of performance. Comments should especially include the supervisor's appraisal of those areas of individual job performance which either exceed what is expected or fail to meet the expected level of performance. When

the supervisor has completed and signed the form, it should be sent to the Dean, Director or Department Head for review.

6. Q. ***When should I talk to my employee about his/her performance appraisal?***

A. After completing the Performance Appraisal forms in consultation with their Deans, Directors or Department Heads, the supervisors should meet with each employee they have evaluated.

At this meeting, the supervisor will discuss with the employee his or her appraisal of the employee's level of job performance. The employee will have the opportunity to comment on the appraisal of his or her job performance. At the end of the meeting, the employee should be given time to comment on the evaluation and sign the Performance Appraisal form. If, after an appropriate interval (24 hours), the employee declines to sign the form, a note may be added indicating that a performance appraisal review meeting was held, the date of the meeting, and that the employee declined to sign the form. For further information on this subject, turn to "The Performance Appraisal Review Meeting". The form should then be forwarded to your Dean, Director or Department Head who will return it to the Office of Human Resources.

7. Q. ***When will the performance increases be received?***

A. Performance Appraisal forms and performance increases will be processed according to the attached schedule. Payments for eligible employees who are actively employed on July 2, 2012 and are evaluated as "outstanding", "superior", "exceeds standard", or "meets standard" will be reflected in the paychecks received on Friday, July 13, 2012.

8. Q. ***When will I be able to tell my employee about his/her performance increase?***

A. Departments will be informed of approved performance increases during the week of July 2, 2012. Do not tell the employee the amount of his/her increase until notification is received from Human Resources.

9. Q. ***How will an employee be compensated if he or she received a promotion prior to July 2, 2012?***

A. The performance increase will be added to the employee's hourly rate of pay after the promotional increase.

**PERFORMANCE EVALUATION**  
**EMPLOYEES REPRESENTED BY LOCAL 2324, UAW**

Employee Name: \_\_\_\_\_ Position Title: \_\_\_\_\_

Evaluator Name: \_\_\_\_\_ Department: \_\_\_\_\_

Date of Appraisal: \_\_\_\_\_ Evaluation Period: \_\_\_\_\_

**PURPOSE OF PERFORMANCE APPRAISALS**

The written performance appraisal is a formal assessment of the employee's job performance over a specified period of time based on performance expectations identified by the supervisor and shared with the employee. Informal and formal performance assessment is an on-going aspect of effective supervision and communication and the written performance appraisal should not replace the day to day supervision and communication.

**Scoring Categories:**

Exceptional = 5 points; Exceeds Expectations = 4 points; Meets Standards = 3 points; Below Standard = 2 points; Unacceptable = 1 point

**1. JOB KNOWLEDGE**

The extent to which the employee understands his/her position duties and responsibilities and adheres to the policies and the procedures of the department and the University.

           **Exceptional:**

The employee demonstrates a **superior and comprehensive knowledge and understanding** of the applicable skills, tasks, and the use of equipment/software required of their position. In addition, s/he always takes the initiative to expand their knowledge of the position and adheres to the policies and procedures of the department and the University.

           **Exceeds Expectations:**

The employee demonstrates **thorough knowledge and understanding** of the applicable skills, tasks, and the use of equipment/software required of their position. In addition, this employee regularly seeks to increase or expand his/her position knowledge. Employee adheres to the policies and procedures of the department and the University.

           **Meets Expectations:**

The employee consistently **demonstrates sufficient knowledge and understanding** of the applicable skills, tasks and the use equipment/software required of the job classification to complete his/her assigned duties in an accurate and proficient manner. Employee consistently adheres to the policies and procedures of the department and the University.

           **Below Expectations:**

The employee exhibits **deficiencies in his/her knowledge and understanding** of the applicable skills, tasks, and the use equipment/software required of the job classification to the degree that it impairs his/her ability to consistently perform in an accurate and proficient manner. Employee fails to consistently adhere to the policies and procedures of the department and the University.

\_\_\_\_\_ **Unacceptable:**

The employee's knowledge and understanding of the applicable skills, tasks, and abilities to use equipment/software required of his/her position is **deficient to the extent that (s)he is unable to perform the essential duties of his/her job.** Employee does not adhere to the policies and procedures of the department and the University.

**COMMENTS:**

**2. QUALITY OF WORK & PRODUCTIVITY**

Extent to which the employee's work is thorough, effective, timely and accurate and of appropriate volume.

\_\_\_\_\_ **Exceptional:**

The employee is **always accurate, efficient and meticulous** in performing his/her job duties, and adheres to all prescribed departmental/university policies & procedures; s/he always produces the volume of work necessary to meet or exceed the University's operational objectives.

\_\_\_\_\_ **Exceeds Expectations:**

The employee is **usually accurate, efficient, and meticulous** in performing position duties, and almost always complies with prescribed departmental/university policies and procedures; he/she almost always performs the volume of work necessary to meet or exceed the University's operational objectives.

\_\_\_\_\_ **Meets Expectations:**

The employee is **accurate, efficient and detail oriented, and consistently** complies with prescribed departmental/university policies and procedures; s/he efficiently utilizes work time in a way that meets the University's operational objectives and consistently permits the completion of assignments in a timely manner.

\_\_\_\_\_ **Below Expectations:**

The employee is **not accurate, efficient, or detail oriented**, and often **fails to comply** with prescribed departmental/university policies and procedures; his/her inefficient use of work time often results in an inability to complete assignments in a timely manner.

\_\_\_\_\_ **Unacceptable:**

The employee is **careless or inattentive** to the detail of job responsibilities; does not make effective or efficient use of their time; rarely follows prescribed departmental/university policies and procedures; they regularly fail to complete routine assignments in a timely manner.

**COMMENTS:**

### 3. DECISION MAKING & PROBLEM SOLVING

Extent to which the employee demonstrates sound judgment in making position-related decisions and solving problems; gathers and analyzes relevant data, develops and implements constructive solutions.

\_\_\_\_ **Exceptional:**

The employee **always makes excellent position related decisions** and successfully solves problems independently. When making decisions, the employee always demonstrates an exemplary ability to process information and implement solutions.

\_\_\_\_ **Exceeds Expectations:**

The employee **regularly makes sound position related decisions** and solves problems independently. When making decisions, the employee almost always demonstrates his/her ability to process information and implement solutions.

\_\_\_\_ **Meets Expectations:**

The employee **makes sound position related decisions** or solves problems without assistance or guidance. When making decisions, the employee consistently demonstrates his/her ability to process information and implement appropriate solutions.

\_\_\_\_ **Below Expectations:**

The employee **rarely makes position related decisions** or solves problems without assistance or guidance. When making decisions, the employee has difficulty processing information and implementing acceptable solutions.

\_\_\_\_ **Unacceptable:**

The employee makes **poor position related decisions** and **requires assistance** with even common problems.

**COMMENTS:**

### 4. COMMUNICATION SKILLS

Extent to which the employee effectively conveys information and ideas to others; clarity of oral and written communications.

\_\_\_\_ **Exceptional:**

The employee is an **exemplary communicator** who **always conveys** necessary job related information and ideas in a timely and effective manner that enhances departmental efficiency and the employee's job effectiveness.

\_\_\_\_\_ **Exceeds Expectations:**

The employee is a **skilled communicator** who **regularly** conveys necessary job related information and ideas in a timely and effective manner that promotes departmental efficiency.

\_\_\_\_\_ **Meets Expectations:**

The employee **conveys** job related information and ideas in a clear, concise, and effective manner orally or in writing.

\_\_\_\_\_ **Below Expectations:**

The employee is **rarely able to effectively communicate** job related information either orally or in writing.

\_\_\_\_\_ **Unacceptable:**

The employee **fails to convey job related information** either orally or in writing.

**COMMENTS:**

**5. INTERPERSONAL SKILLS**

Extent to which the employee is professional, courteous, respectful, and cooperative during workplace interactions in accordance with applicable department and University policies and procedures.

\_\_\_\_\_ **Exceptional:**

The employee is **always** professional, courteous, respectful and cooperative during all workplace interactions and his/her behavior is always exemplary regardless of the circumstances.

\_\_\_\_\_ **Exceeds Expectations:**

The employee is **regularly** professional, courteous, respectful and cooperative during all workplace interactions and his/her behavior is appropriate regardless of the circumstances.

\_\_\_\_\_ **Meets Expectations:**

The employee is **sufficiently** professional, courteous, respectful and cooperative during workplace interactions to promote a pleasant and productive work environment and he/she is capable of addressing workplace disagreements or discord in an appropriate manner.

\_\_\_\_\_ **Below Expectations:**

The employee's interpersonal skills are **deficient** enough to occasionally impair the orderly and efficient operation of the department.

\_\_\_\_\_ **Unacceptable:**

The employee is **unable or unwilling** to observe reasonable standards of courtesy or professionalism when interacting with others while at work.

**COMMENTS:**

**6. ATTENDANCE AND PUNCTUALITY**

Extent to which the employee is present and adheres to applicable department and University policies and procedures regarding attendance, commitments and obligations in accordance with prescribed schedules and deadlines. **Please note that approved FMLA leaves will not be counted against the employee.**

\_\_\_\_\_ **Exceptional:**

Employee is **always** punctual and present and **always** follows the University policies and procedures with regards to accrued vacation and personal time. Employee is never absent except for the pre-arranged use of accrued vacation or personal time. Employee **always** fulfills her/her job commitments and obligations regardless of the circumstances.

\_\_\_\_\_ **Exceeds Expectations:**

Employee is **almost always** punctual and always follows the University policies and procedures with regards to accrued vacation and personal time. Employee only occasionally uses a sick day and always follows his/her department procedures when notifying supervisor of a sick day. Employee almost always fulfills her/her job commitments and obligations regardless of the circumstances.

\_\_\_\_\_ **Meets Expectations:**

Employee is **consistently** punctual and present and always follows the University policies and procedures with regards to accrued vacation and personal time. Employee always follows his/her department procedures when notifying supervisor of a sick day and never uses more sick time than what has been accrued unless dictated by a medical emergency. Employee consistently fulfills her/her job commitments and obligations even under challenging circumstances.

\_\_\_\_\_ **Below Expectations:**

Employee is **frequently late or absent** and usually follows the University policies and procedures with regards to accrued vacation and personal time. Employee follows his/her department procedures when notifying supervisor of a sick day and sometimes exceeds accrued sick time. Employee **often fails to fulfill** job commitments and obligations and he/she cannot be counted on in emergencies.

**Unacceptable:**

Employee is **regularly late or absent** and has difficulty following the University policies and procedures with regards to accrued vacation and personal time. Employee does not follow his/her department procedures when notifying supervisor of a sick day and often exceeds accrued sick time. Employee regularly fails to fulfill job commitments and obligations and he/she is not dependable under even ordinary circumstances.

**COMMENTS:**

**OVERALL RATING:**

- 27-30 = Exceptional \_\_\_\_\_
- 23-26 = Exceeds Expectations \_\_\_\_\_
- 17-22 = Meets Expectations \_\_\_\_\_
- 10-16 = Below Expectations \_\_\_\_\_
- 6-9 = Unacceptable \_\_\_\_\_

**GOALS FOR NEXT EVALUATION PERIOD:**

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**EMPLOYEE COMMENTS:**

I have been given a copy of this performance evaluation and have been notified that a copy will be placed in my personnel file in Human Resources.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **Check List: Performance Appraisal Form**

### *Did You Remember To:*

- Review the Position Study Questionnaire (Job Description) before rating the employee.
- Consult with your Dean, Director or Department Head before meeting with the employee.
- Evaluate the employee objectively on the performance of his or her duties as described on the Position Study Questionnaire.
- Use concrete and representative examples of performance.
- Consider the entire performance review period in making your evaluation.
- Rate each employee on actual past performance and not on potential performance.
- Consider the total performance of the job in making each evaluation.
- Base evaluations on instances of performance which you have either observed or which have come to your personal attention.
- Identify areas of growth and development.

## **The Performance Appraisal Review Meeting**

### ***What is a Performance Appraisal Review Meeting?***

A review meeting is one between the supervisor and employee to discuss that employee's work. It is a way for both to see if the employee is "on the right track" and to determine what should be done to improve the employee's effectiveness.

The review meeting usually involves the supervisor in two different roles: judge (evaluator); and helper (coach and counselor). As judge, the supervisor must make decisions concerning the results of the employee's work, measuring those results against established guidelines, using the form distributed by the Office of Human Resources.

As helper, the supervisor's role is one of advising employees and assisting in the solving of work-related problems. In this advising role, the supervisor provokes the decision-making process by getting the employee to weigh alternatives, consider consequences, or suggest other courses of action.

### ***How Does the Supervisor Prepare for the Meeting?***

There are several things which should be done by the supervisor before an appraisal meeting is held:

- Review the Position Study Questionnaire (Job Description)  
This helps to refresh your understanding of the duties and responsibilities of the position.
- Review the appraisal form  
This helps to remind you of the reasons you used in determining the ratings which you gave to the employee on the different factors.
- Notify the Employee  
The employee has a schedule, just as you do, so it is essential that you give advance notice of the meeting. The employee should be told why the meeting is being held. Advance notification will give the employee a chance to privately evaluate his own performance prior to the meeting.
- Arrange an Appropriate Setting  
The setting for the meeting often reflects the importance of the meeting to the supervisor. A location should be selected that is free of telephone or visitor interruptions. This should signal to the employee that the meeting is a serious priority and not just a procedural formality.

- Arrange a Convenient Time  
There can be no set standard on how long a review meeting should take. The supervisor should plan for the meeting to last at least 45 minutes. Setting aside time at the beginning of the workday is usually a good idea, since it involves people's time when one is fresh and alert, and before becoming involved in the business day.
- Prepare Outline/Agenda for the Meeting  
Pre-planning what issues will be discussed helps the supervisor to be objective. An outline helps to focus on the content of the meeting, manage the time appropriately, and insure that all salient points will be discussed. The supervisor's comments on the performance appraisal form may be the source of many of the agenda items.
- Prepare a Copy of the Completed, Signed Appraisal for the Employee  
A copy of the completed, signed Performance Appraisal form should be given to the employee during the meeting to help the employee remember the evaluation and to provide the employee with an opportunity to comment.

### ***What Happens During the Performance Appraisal Review Meeting?***

The meeting itself focuses on two aspects of supervisor/employee relations:

- The discussion of past performance;
- The plans for future employee improvement or development.

#### Typical Discussion Topics:

- "How is the employee doing?"
- "What is the employee doing right?"
- "Where does the employee need to improve?"
- "What can be done to help the employee do the job better?"

The supervisor should avoid answering these questions with comparisons to other employees. The responses should reflect the individual's job requirements and the employee's achievement against those requirements. As a result of this discussion, the employee may be encouraged to attend some specific training courses, or the supervisor may schedule time to provide some on-the-job training in areas where the employee's skills need the most improvement. As a result of this meeting, the employee should become aware of the strongest and weakest points of his or her job performance. He or she should have a clear understanding of what is expected in the future.

## **Check List: Meeting With The Employee**

### ***Did You Remember To:***

- Meet with the employee in a private place with uninterrupted time to discuss the evaluation.
- Allow the employee to read the form.
- Be specific in your discussion with the employee about his or her strong points and weak points.
- Clearly indicate what kind of improvement you wish to see and how that employee could meet your expectations.
- Counsel the employee on how to improve his or her job performance.
- Allow the employee the opportunity to tell you how he or she feels he or she is performing.
- Make your expectations clear.
- Have the employee sign the form