



BUSPH
Performance Evaluation Program
Training Manual

October 2014

TO: SPH Supervisors



FROM: Bob Meenan, Dean

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DATE: October 3, 2014

RE: 2014 Staff Performance Evaluations

It's time once again for annual staff performance evaluations. Performance evaluations enable supervisors to engage employees in a dialogue about how well the employee is performing his or her job duties and to discuss goals for the coming year. The process we follow was developed by the BU Office of Human Resources and is implemented annually for all BU employees. Evaluations are used by supervisors and departments to determine merit increases for each employee.

All full-time and part-time employees are to be evaluated. Temporary (casual) and student employees are not required to receive a formal evaluation, but a meeting discussing performance is encouraged.

While the most important component of this process is the dialogue between the supervisor and employee, there are two ways to conduct an evaluation:

ONE: The supervisor completes the evaluation form and then meets with the employee to discuss; or,

TWO: The employee completes the form as a self-evaluation; the supervisor also completes the form; and, then the two meet to discuss both forms.

Training Manual

To assist you in completing the Performance Evaluations, please read the training manual which includes:

- Instructions about initiating the performance evaluation process
- Frequently asked questions and answers

- Evaluation process checklist
- Information on creating a successful performance evaluation meeting

SPH Timeline

Prior to November 17, 2014: Supervisors will complete the performance evaluation forms, meet with their employees, and forward the completed forms to Joline Durant.

November 24, 2014: Department will receive a spreadsheet from Tom Dauria containing the amount of the merit pool and a list of all staff with their overall performance evaluation rating.

Joline submits SPH packet of completed performance evaluation forms to the BUMC Office of Human Resources where copies will be placed in each employee's official personnel file.

By December 5, 2014: Completed spreadsheets are due back to Tom.

December 5 – December 19, 2014: Merits are reviewed by HR

Merit Payout:

Non-exempt (hourly): January 9, 2015

Exempt (monthly): January 31, 2015

Questions And Answers

The Performance Evaluation Process

1. Q. *Why is the performance evaluation process being conducted?*
A. This performance evaluation process has been developed to objectively evaluate the performance of employees and to inform those employees of how well they are performing their job duties.

2. Q. *Who will be evaluated during the 2014 performance evaluation process?*
A. All current full and part time permanent staff who are actively employed on or before September 30, 2014. Temporary and student employees are not required to receive a formal evaluation.

3. Q. *Who should evaluate the employee?*
A. The person who is responsible for the daily supervision of the employee should perform the evaluation. Remember, these evaluations 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 evaluation on the employee's job performance from January 2014 through the date of the evaluation. For new employees hired in 2014, it would be based from the date of hire through the date of the evaluation.

5. Q. *What are the essential steps of the performance evaluation process?*
A. The process begins with the supervisor reviewing the position responsibilities, duties, and knowledge required by the individual's position. There are two acceptable methods to complete the performance evaluations:
 - 1) The supervisor completes the evaluation form and then meets with the employee to discuss; or,
 - 2) The employee completes the form as a self-evaluation; the supervisor also completes the form; and, then the two meet to discuss both forms.

When rating and describing the employee's job performance on the Performance Evaluation Form, the supervisor must take care to objectively evaluate the employee's performance. The supervisor's evaluation is to be based solely on actual instances of job performance and the results of such performance.

Comments on the Performance Evaluation form should describe examples of the

employee's typical level of performance. Comments should especially include the supervisor's evaluation of those areas of individual job performance which either exceed what is expected or fail to meet the expected level of performance.

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

A. After completing the Performance Evaluation forms the supervisors should meet with each employee.

At this meeting, the supervisor will discuss with the employee his or her evaluation of the employee's level of job performance. The employee will have the opportunity to comment on the evaluation 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 Evaluation form. If, after an appropriate interval (24 hours), the employee declines to sign the form, a note may be added indicating that a performance evaluation 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 Evaluation Review Meeting". The form should then be forwarded to Joline Durant who will return it to the Office of Human Resources.

7. Q. *Can we modify the SPH Performance Evaluation form?*

A. No, the form cannot be modified this is to ensure the forms are consistent.

8. Q. *What resources are available for employee development?*

A. There are a number of training programs available to all employees of the University through the Office of Human Resources "Get Trained" training series. The program series is offered twice a year and includes a variety of Procedural Programs (how to do business at Boston University) and Professional Development (how to improve on a variety of individual and personal skills). The programs are available to all employees of the university; they are held on campus and are offered at no cost. To access the programs, please visit www.bu.edu/training

9. Q. *Why are there two forms and what are the differences between the two?*

A. One form is used for non-exempt staff (weekly paid, grades 21-26 and the second form is used for exempt staff (paid monthly, grades 51 and above). The similarities to forms are: the purpose, the general Performance Categories, the Performance Factors, Goals, and Areas for Development. The main difference is in the first section: the Exempt form has Goals and Accomplishments and the Non-exempt form has Key Responsibilities; the non-exempt form does not include the "Leadership" Performance Category.

Check List:
Performance Evaluation Form

Did You Remember To:

- Evaluate the employee objectively on the performance of his or her duties as described on the Position Description.
- 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 Evaluation Review Meeting

What is a Performance Evaluation 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 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 evaluation meeting is held:

- **Review the evaluation 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 or her 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 evaluation form may be the source of many of the agenda items.
- Prepare a Copy of the Completed, Signed Evaluation for the Employee
A copy of the completed, signed Performance Evaluation 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 Evaluation Review Meeting?

The meeting 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.