



## PERFORMANCE APPRAISAL

The performance appraisal process at Hartwick College provides the opportunity, on an annual basis, to review job descriptions, establish goals, and appraise past performance. Performance appraisal provides an opportunity for employees to discuss with their supervisor any concerns regarding their position or performance. The goal of the process is to enhance the employee's job performance while establishing good communication channels between the employee and the supervisor. Employee performance will be linked to merit.

### INSTRUCTIONS:

- Establish a time frame for the completion of employee self-rating and performance appraisal meeting.
- Employee completes the self-rating and comment sections and returns form to supervisor by set date.
- Supervisor completes the appraisal form.
- Supervisor and employee meet to discuss the performance appraisal. Discuss accomplishments and areas for development during the appraisal interview. NOTE: The section for goal-setting is provided to promote discussion during the appraisal interview. Discuss goals for the next appraisal period, indicate development needs, or specify corrective action when appropriate. Goals may be derived from prior year performance appraisals, goals set during the appraisal period as new tasks arose, and from the job description's list of general duties. Once an employee and supervisor have set goals on the performance appraisal form, supervisors can request the employee to conduct a self-assessment of progress toward these goals prior to the next performance appraisal interview.
- Employee signs appraisal form to acknowledge receipt/discussion of Performance Appraisal. The signature does not imply endorsement of or agreement with the evaluation.
- Supervisor signs and forwards complete appraisals to their supervisor and Vice President and/or President for review and signature.
- After all signatures are obtained, supervisor copies form and distributes as appropriate, including one copy to the employee and one copy to supervisor's files. The original form should be sent to Human Resources no later than June 30, 2011.

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Self-Appraisal due to Supervisor: \_\_\_\_\_

Employee meeting with Supervisor: \_\_\_\_\_

# Hartwick College: Organizing Principle and Strategic Framework

## Maximize Financial Performance

- Implement strategic budgeting
- Increase community participation in budget process
- Create incentives for cutting waste
- Monitor critical indicators and benchmark performance

## Improve Student Experience and Satisfaction

- Increase graduation rate
- Maximize student satisfaction
- Align capital projects with student and learning needs

## Maximize the Academic Program

- Fully implement assessment plan
- Fully integrate experiential learning programs
- Implement external review cycle across all programs
- Fully implement the new curriculum

## Maximize College Governance

- Board leadership and succession plan
- Develop a generative approach to governance
- Focus Board work on critical, cross institutional issues
- Strengthen information flow and cooperation

## Maximize Employee Performance

- Annual performance reviews
- Establish merit system linked to performance
- Improve longevity and celebrate it
- Focus on best practices
- Celebrate success

## Improve College's Image and Reputation

- Clarify our brand
- Fulfill the promise
- Increase visibility
- Promote student success to all constituents
- Strengthen affinity with alumni



# HARTWICK COLLEGE PERFORMANCE APPRAISAL

## RATING SCALE

### **EX Exceptional Performance (Distinguished)**

The level of performance during this rating period was exceptional and significantly exceeded established standards and expectations for the job; merits special recognition. An employee rated EX must consistently perform extraordinarily in all essential areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional contribution in support of the College's objectives. This rating is achievable by any employee though given infrequently.

### **CP Commendable Performance (Praiseworthy)**

The level of performance during this rating period is highly effective. Employee consistently exceeds position requirements, meets all annual goals and serves as role model. An employee rated CP must consistently perform at a high standard of excellence in all essential areas of responsibilities.

### **EF Effective Performance (Proficient/Competent)**

The level of performance during this rating period effectively demonstrated the required skills and knowledge necessary for the position, and consistently supported and advanced the mission of the department. An employee rated EF effectively meets the expectations of the position. The quality of work overall was very good. The most critical annual goals were met.

### **EN Effective New-Hire**

The level of performance during this rating period is acceptable and consistent with reasonable expectations for an employee with 3-12 months of service.

### **NI Needs Improvement (Slight Improvement Needed)**

The level of performance during this rating period partially met the established standards for the job. Improvement is needed and will be reevaluated at midyear or sooner if deemed necessary by the supervisor. An employee rated NI needs improvement in certain areas of performance. Generally, one or more of the most critical goals were not met.

### **UN Unsatisfactory Performance (Significant Improvement Needed)**

The level of performance during this rating period did not meet expected job performance and position requirements; significant improvement is needed. An employee rated UN failed to meet requirements of the job. An Employee Development Plan (see addendum to appraisal form) must be implemented and performance at this level must be reappraised within three months.

# HARTWICK COLLEGE PERFORMANCE APPRAISAL

NON-EXEMPT STAFF  
2010-11

Employee Name: \_\_\_\_\_ Department: \_\_\_\_\_

Job Title: \_\_\_\_\_ Appraisal Date: \_\_\_\_\_

Supervisor: \_\_\_\_\_ Type of Appraisal: Annual \_\_\_\_\_ New Employee \_\_\_\_\_

Performance Appraisal Review Period: From: \_\_\_\_\_ To: \_\_\_\_\_

## SECTION I. ACCOUNTABILITIES

List in order of importance the major responsibilities, goals, and objectives for which the employee was accountable (3-6). Record the results achieved during the appraisal period.

**1. RESPONSIBILITIES, GOALS, & OBJECTIVES:** \_\_\_\_\_

\_\_\_\_\_

Results Achieved: \_\_\_\_\_

\_\_\_\_\_

Self-Rating: (Check one)  EX  CP  EF  EN  NI  JN

Employee Comments: \_\_\_\_\_

\_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  JN

Supervisor Comments: \_\_\_\_\_

\_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**2. RESPONSIBILITIES, GOALS, & OBJECTIVES:** \_\_\_\_\_

Results Achieved: \_\_\_\_\_

Self-Rating: (Check one)       EX    CP    EF    EN    NI    UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)       EX    CP    EF    EN    NI    UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**3. RESPONSIBILITIES, GOALS, & OBJECTIVES:** \_\_\_\_\_

Results Achieved: \_\_\_\_\_

Self-Rating: (Check one)       EX    CP    EF    EN    NI    UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)       EX    CP    EF    EN    NI    UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**4. RESPONSIBILITIES, GOALS, & OBJECTIVES:** \_\_\_\_\_

Results Achieved: \_\_\_\_\_

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**5. RESPONSIBILITIES, GOALS, & OBJECTIVES:** \_\_\_\_\_

Results Achieved: \_\_\_\_\_

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**6. RESPONSIBILITIES, GOALS, & OBJECTIVES:** \_\_\_\_\_

Results Achieved: \_\_\_\_\_

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**SECTION II. PERFORMANCE STANDARDS**

Consider the extent to which employee has fulfilled elements of the job description and completed annual plans and priorities with consideration for how they support the strategic plan of the College. Comments must support category rating and specify ways in which an employee can maximize his/her potential or meet job challenges.

**JOB KNOWLEDGE:**

Consistently works to ensure a thorough understanding of new developments in the field. Understands principles and applies appropriate methods, instructions, procedures, or equipment to perform responsibilities. Supervision needed is appropriate to job level.

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**QUALITY OF WORK:**

Employee performs responsibilities proficiently; meets work standards; produces work that is accurate, thorough, and complete.

Self-Rating: (Check one)       EX  CP  EF  EN  NI  JN

Employee Comments: \_\_\_\_\_  
\_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  JN

Supervisor Comments: \_\_\_\_\_  
\_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**JUDGMENT AND PROBLEM-SOLVING:**

Employee identifies key issues. Considers relevant facts; effectively takes action or offers recommendation to resolve problems. Employee makes timely decisions.

Self-Rating: (Check one)       EX  CP  EF  EN  NI  JN

Employee Comments: \_\_\_\_\_  
\_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  JN

Supervisor Comments: \_\_\_\_\_  
\_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**COMMUNICATION – ORAL AND WRITTEN:**

Effective communicator; written and oral delivery is consistently good. Employee expresses ideas and information accurately and understandably in both spoken and written forms. Skillful in listening and providing informative feedback.

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_  
\_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_  
\_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**RELATIONSHIPS WITH CONSTITUENTS:**

Ability to work collaboratively, cooperatively, and effectively with supervisor, co-workers, students, or others with whom employee interacts on a regular basis. Employee is courteous and effective in working with people. Employee creates a comfortable working environment at all times. Employee is respected by others.

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_  
\_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_  
\_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**INITIATIVE AND RELIABILITY:**

Self-starting and motivated. Uses time effectively and follows through on ideas to improve operations as appropriate. Conscientious and resourceful. Takes steps to improve productivity. Well diversified; depth is reflected in ability to perform many functions in an effective manner. Demonstrates flexibility in types of work performed, accepts new assignments, and adapts well to different work methods.

Self-Rating: (Check one)       EX  CP  EF  EN  NI  UN

Employee Comments: \_\_\_\_\_

Supervisor Rating: (Check one)  EX  CP  EF  EN  NI  UN

Supervisor Comments: \_\_\_\_\_

Additional Supervisor(s) Comments (if warranted) \_\_\_\_\_

**SECTION III. PERSONAL WORK CHARACTERISTICS**

Please assess the employee in areas of leadership, teamwork, work ethic, attitude, integrity, and customer service to students, co-workers, and others. Does the employee exhibit behaviors that demonstrate engagement and commitment to Hartwick College? **(Only Supervisor completes this section)**

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **SECTION IV. SUPERVISOR(S)' OVERALL RATING**

Please use the space below to explain "Supervisor(s)' Overall Rating" and to provide any additional comments not previously expressed. Higher level supervisors may opt to include comments.  
(Only Supervisor completes this section)

Supervisor's Overall Rating: (Check one)  EX  CP  EF  EN  NI  UN

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## **SECTION V. ACCOUNTABILITIES FOR THE NEXT APPRAISAL PERIOD**

### **PERFORMANCE OBJECTIVES:**

List goals, objectives, and expectations (3-6) for the next appraisal period to be discussed during next year's performance appraisal:

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## **SECTION VI. PROFESSIONAL DEVELOPMENT**

Describe areas that require development. Specify personal development actions and training planned for the next year. Wherever possible, use target dates, numbers, and percentages to facilitate performance measurement later.

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## **SECTION VII. SIGNATURES AND COMMENTS**

### **EMPLOYEE'S COMMENTS:**

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Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
(Employee signature is required to ensure that the employee has seen the evaluation but does not necessarily indicate agreement.)

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

Supervisor's (upper level) Signature(s) \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_ Date: \_\_\_\_\_

Vice-President's/President's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

