

**HR** The Office of Human Resources  
at Dartmouth College

**ANNUAL EMPLOYEE APPRAISALS**

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**Introduction**

Each employee's performance makes an important contribution to the educational mission of the College as well as to their personal growth and fulfillment. While serving a diverse constituency, Dartmouth College depends on its employees to advance the vision of the institution as a premier provider of undergraduate liberal arts education, graduate education, and research.

**The Annual Performance Review**

Dartmouth College asks its supervisors and managers to meet regularly with employees to review their performance. Once a year, the results of these discussions are summarized in writing as part of the individual's employment record. During the annual review, the supervisor and the employee discuss how well last year's goals were met and set goals for the coming year. They also review any performance issues that were raised during the year, and determine specific employee or supervisor actions and departmental resources that will be required to address those issues.

**Purpose of the Performance Review**

The annual review provides an opportunity for both the supervisor and the employee to review the past year's accomplishments and to establish measurable goals and objectives for the near future. Furthermore, it encourages open discussion of individual achievement in the context of career development, departmental strategies, and the institutional mission.

## Preparing for the Performance Review

Both the supervisor and the employee should have a common understanding of the expectations and responsibilities for the job. Two documents that can be helpful in preparing for the performance review are the *Position Description* and the *Performance Review Sheet*. These documents can help organize topics and set a basis for discussion. However, it is important to go beyond the job description to determine overall priorities and the attitudes and behaviors that are necessary for success.

- *Position Description*  
An up-to-date Position Description provides an overview of the job. Typically, it contains a position purpose and lists responsibilities, job requirements, and qualifications. To obtain an updated version of a position description, contact Kitty Cinnamond, Compensation Analyst, at 603-646-2982.
- *Performance Review Discussion Worksheet*  
This worksheet is a tool that the supervisor and employee may wish to use as an outline to organize topics for discussion during the review. It contains sections which note skills and abilities, a summary of the past year's accomplishments, and development plans and goals for the coming year.

The Performance Review Discussion Worksheet is available on the Human Resources Web site at [www.dartmouth.edu/~hrs/](http://www.dartmouth.edu/~hrs/).

## Conducting the Review

### Active Participation

It is important for both the supervisor and the employee to remember that the review is a dialogue. It should be a two-way conversation that includes speaking honestly, listening, asking questions, and providing constructive feedback.

### Past Accomplishments

The performance review includes a discussion and evaluation of the employee's achievements over the past year. How well were goals and objectives met? Successes and strengths should be recognized by the employee and the supervisor. Areas needing improvement should be

identified and a specific action plan should be developed to address them.

### Future Goals

During the appraisal process, the employee and the supervisor need to outline specific goals and professional development opportunities for the upcoming year. These should be measurable duties and projects that tie to departmental objectives and the institutional mission. Timelines and deliverables should be clearly established.

### Professional Development

The supervisor and employee should discuss any specific professional development and training needs that could improve individual effectiveness as well as that of the department. This should be a forward-thinking process that includes learning opportunities that are available both internally and externally.

## **Completing the Review**

1. After the performance appraisal meeting, the supervisor writes a summary of the discussion (highlighting areas of strength and areas that need to be developed or improved) as well as a summary of the agreed upon development plan. It is then reviewed with the employee.
2. The supervisor completes the Record of Employee Performance and Development form, available on the Human Resources Web site at [www.dartmouth.edu/~hrs/](http://www.dartmouth.edu/~hrs/). There is a section for employee comments, and he or she is asked to sign the form. The signature indicates that the performance review has taken place and that the employee has read the form; it does not necessarily signify agreement.
3. The supervisor keeps a file copy of the form, gives a copy to the employee, and sends the original to the appropriate Vice President or Dean by the due date. Once the Vice President or Dean has reviewed and signed the original, she or he will send it to the Office of Human Resources to be placed in the employee's permanent record.

Employees and supervisors who have more questions or would like assistance before completing the performance review form can call the Human Resources Consultant assigned to their department:

- Nancy Chase, Human Resources Consultant, 603-646-0634;
- Shanna Hines, Human Resources Consultant, 603-646-9962;
- Cheryl Regione, Human Resources Consultant and Employment Manager, 603-646-3706; or
- David Wheel, Human Resources Consultant, 603-646-3708.

If you are unsure of the Consultant assigned to your department, you may call the HR front desk at 603-646-3411.

## **Organizational Learning and Professional Development**

This document is designed to provide an overview of the annual performance review process. Organizational Learning and Professional Development (OLPD), in the Office of Human Resources, serves as a resource to the Dartmouth community for learning and development opportunities. Services include providing workshops on effective management and supervisory practices; consulting with departments and managers on how to conduct effective performance reviews; and serving as internal consultants to the College community on organizational effectiveness.

OLPD also administers Dartmouth College's tuition assistance programs; oversees orientation for new employees; conducts the DC Today Program; and coordinates the Supervisory Management "Toolkit" Program. OLPD staff are available for consultation. For more detailed information and assistance, please call 603-646-2904.

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## **PERFORMANCE REVIEW DISCUSSION WORKSHEET**

*Instructions:* Use this worksheet as a tool to organize your thoughts about past performance and expectations for the future. All categories do not necessarily apply to all jobs, and the importance of each category will vary according to the position and department.

### **Part I Job Performance Factors**

#### *Job Knowledge and Skills*

(understanding of required tasks/extent of knowledge and skills/application of knowledge to both routine and new duties/ability to work independently)

#### *Quality of Work*

(adherence to standards and instructions/accuracy/thoroughness/follow-up)

#### *Work Productivity*

(organization/ability to meet deadlines/effective use of time/success at achieving desired results/volume of output)

#### *Dependability*

(attendance/conscientiousness/reliability in taking responsibility for work completion)

#### *Judgment*

(evaluation of facts for reaching sound conclusions/decision-making ability/effective prioritization of work/objective assessment of work issues)

*Adaptability*

(willingness to learn new duties and skills/ability to adjust to new situations and changes on the job)

*Interpersonal Skills*

(cooperation and interaction with a diverse population of coworkers, students, other employees, faculty and the public/role as office representative)

*Communication Skills*

(clear expression of ideas, instructions, and College policies both orally and in writing)

*Supervision*

(planning and control of work/effective and appropriate delegation of work/ability to inspire confidence and respect from staff/timely and constructive review of employee performance)

*Other areas critical to success on the job*

*Summary of Past Year's Accomplishments, including professional development and training programs attended.*

**Part II *Specific Development Plans and Goals for the Coming Year***

(specific areas for improvement which may increase effectiveness in present position or aid in future advancement, including professional development and training programs to attend)



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## **RECORD OF EMPLOYEE PERFORMANCE AND DEVELOPMENT**

ID Number: \_\_\_\_\_ Date Prepared: \_\_\_\_\_  
Employee Name: \_\_\_\_\_ Division/Department: \_\_\_\_\_

Reason for report:  ANNUAL APPRAISAL  OTHER \_\_\_\_\_

*(Please send one signed copy to Human Resources, give one to employee and keep one for your reference.)*

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**SUPERVISOR'S COMMENTS:** *(Include a summary of past accomplishments, future goals, training programs and workshops attended, and areas for recommended professional development.)*

**Overall Performance:**

**Achieves Job Responsibilities :**  YES  NO

**Needs Improvement**  *(Please attach a summary of the areas needing improvement and plans made to assist the employee.)*

Supervisor \_\_\_\_\_ Department Head \_\_\_\_\_

Vice President/Dean \_\_\_\_\_

***Please put the employee's comments and signature on the next page.***

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EMPLOYEE'S COMMENTS:

**Employee's Acknowledgment:**

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*My signature indicates that this appraisal has been reviewed with me. However, it does not necessarily mean that I agree with the evaluation.*