OBJECTIVES

The objectives of the employee performance appraisal program are to measure, maintain, and improve job performance. In addition, the program is designed to

- provide a framework for goals and standards from which to measure performance
- serve as a tool to determine merit increases based on the employee’s contribution to the College
- develop action and training plans to correct performance problems, and establish goals for the next fiscal year
- identify employees who have potential to be promoted or given greater responsibility
- act as a forum for individual career development issues
- assure a formal time and a place for all these events to occur

In addition to these objective, the performance appraisal program is a way to foster employee commitment to the college. By keeping the lines of communication open between the employees and management for the honest exchange of information, a climate of mutual understanding is established wherein job satisfaction and increased productivity will flourish. The program also assists Human Resources with strategic planning needs such as the identification of future training requirements and the prediction of performance on present and future jobs.

No appraisal system is perfect. Even if the system itself seems to be faultless, there is always the problem of human error and always the reality of continuing change that will affect either the forms, the system, or both. The focus of the system is to achieve the goals of the institutional compact and master plan. Each Unit is responsible for achieving the goals for some portion of the master plan. Supervisors and employees are encouraged to provide feedback and suggestions to Human Resources when they find that the performance appraisal program is not meeting their needs or can be enhanced.

COMPONENTS OF THE PERFORMANCE APPRAISAL PROGRAM

Southern West Virginia Community and Technical College’s Performance Appraisal Program is designed to provide a mechanism to review and evaluate an individual’s accomplishment of his/her goals for the fiscal year, assessment of his/her performance regarding the essential functions outlined in the Job Description / Position Information Questionnaire (PIQ), and evaluation of the competencies typically associated with the performance of the tasks, duties,
and responsibilities his/her job title. The program allows for the establishment of **new goals** for the coming fiscal year and an itemization of **professional development** recommendations or requirements for the employee.

**FORMS**

The performance appraisal forms have been developed to promote consistency, objectivity, and to guide supervisors to evaluate employees in specific areas. Three forms are provided in Southern’s Performance Appraisal Program. Questions regarding which form to use should be referred to the Human Resource Department.

- **Administrative / Managerial / Professional Appraisal Form**

  This form is used to evaluate exempt positions at the College. Positions are designated exempt by the Human Resources office according to the guidelines of the federal Fair Labor Standards Act. These are typically management positions and professional level position titles such as vice president, associate vice president, associate or assistant dean, director, program director or manager, librarian, accountant, and counselors, etc. Exempt positions are not eligible for overtime pay and do not accrue compensatory time. These positions typically do ‘monthly leave records’ as opposed to ‘monthly time cards.’

- **Office / Technical Support Performance Appraisal Form**

  This form is used to evaluate performance of persons whose assignments typically are associated with administrative support, clerical / secretarial activities, internal and external communications, recording and retrieval of data, and/or information and other paper work required in an office. Example titles included in this group are clerical assistant, office assistant, secretary, administrative secretary, program assistant I, administrative secretary senior, program assistant II, administrative associate, executive secretary, as well as library technical assistants, accounting clerks, bookstore assistants, etc.

- **Service / Craft / Maintenance Performance Appraisal Form**

  This form is used to evaluate performance of persons whose assignments typically require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work. The employee’s work results in or contributes to the comfort, convenience and hygiene of personnel and the student body or contributes to the upkeep and care of buildings, facilities, or grounds of the institutional property. Titles typically included in this group are held by persons who work as campus service workers, maintenance workers, cafeteria and restaurant workers, drivers, laborers, custodial personnel, gardeners, groundskeepers, construction laborers, and security personnel.
FREQUENCY

Performance Appraisals are to be conducted for Classified and Non-Classified employees annually. Supervisors may schedule a follow-up appraisals anytime during the year when necessary. Follow-up appraisals may be necessary for any number of reasons. Examples include: when an employee has a low rating in a particular area; when a goal is short term and affected by external time restraints; when changes in circumstances warrant changing goals for the year; or for planning purposes for a new responsibility or project. Interim or follow-up meetings with employees help to improve communication, understand expectations, and head off performance problems during the year.

Typically performance appraisals will evaluate performance between the dates of July 1 through June 30 of each fiscal year. Finished appraisals are due in the Human Resources Office no later than July 30 of each fiscal year.

Follow-up appraisal meetings are required whenever a rating of “Needs Improvement” is given for any competency or goal or area of job responsibility.

PROCESS

Review of Job Description / Position Information Questionnaire (PIQ)

Supervisors are required to review the subordinate employee’s job description / PIQ annually prior to the performance appraisal process. If revisions are necessary, they are to be done prior to completion of the appraisal. Revised and approved job descriptions/PIQs are to be submitted to Human Resources with the completed annual performance appraisal.

A current job description/PIQ is important to the proper evaluation of an employee’s performance because it provides the essential functions of the job on which the employee is evaluated and outlines the necessary knowledge, skills, and abilities necessary for proper performance of the job. The job description can guide the supervisor in establishing training needs for the employee and helps to ensure that all functions of the Unit or Department are assigned to the appropriate positions.

Self Appraisal

Employee involvement and participation is an important goal of the Performance Appraisal Program. To allow for employee participation, supervisors are encouraged to request the employee complete a self appraisal in addition to the supervisory appraisal. The self-appraisal approach encourages advanced thought and preparation, often making the discussion more fruitful for both the employee and the supervisor. Supervisors are cautioned to not be intimidated by this approach and not allow the end result to become a negotiation of ratings rather than a productive discussion of performance.

Supervisors have three options for completion of the appraisal.
Option 1  The employee can complete the form on his/her own and then discuss his/her self appraisal with the supervisor.

Supervisors need to be cautioned not to make a judgement based on how the employee has judged themselves or completed the form, but to focus on important performance issues.

Option 2  The subordinate and the supervisor can both complete the form on their own and then bring it with them to the interview to resolve their differences.

This choice may lead to disagreement and defensiveness, since both parties will feel obligated to defend what they have written. Make sure you have a open and honest rapport with the employee if you choose this approach.

Option 3  The supervisor and the subordinate can both review a blank copy of the appraisal form independently, making no marks on it, and then use the interview to complete an appraisal of the subordinate.

This option encourages a joint discussion of the items on the form without the liability of any written preconceptions. Both parties have the opportunity to state their view and compromise without losing face.

**Appraisal Meeting(s)**

To de-emphasize the role of the form itself and to focus on discussing performance problems and future goals, supervisors are encouraged to hold two meetings with the subordinate: One to complete the form and another to discuss its implications for the future.

Follow-up appraisal meetings are required whenever a rating of “Needs Improvement” is given for any competency or goal or area of job responsibility.

The completed appraisal is due in the Human Resources office by July 30 of each fiscal year.

**IN VolVEMENT OF OTHERS IN APPRAISal PROCESS**

Supervisors with subordinates whose assignments are provided by a lead worker or employees whose jobs require they coordinate closely with other units may find it necessary to incorporate a third party into the evaluation process. In these situations, a supervisor may ask others who work closely with the employee to complete applicable sections of a performance appraisal form. Supervisors may use the same form, or other documents, to collect performance data from others who regularly observe the employee in the performance of his/her job.