



Molloy College - Performance Evaluation – Instructions for Supervisors

Why Evaluate? Evaluations are important not only to inform employees of their performance level, but to help clarify and reinforce Molloy's core values and performance expectations, to encourage growth and personal and professional development and to record improvement, progress, or concerns with performance. In addition, a successful evaluation process enables supervisors and employees to set future oriented goals and identify professional development needs and opportunities that support the College's and department's plans and establish priorities for the coming year. Although, performance should be observed and communicated about on an ongoing basis, the annual evaluation is the opportunity for both parties to look at the year in review and to plan and set goals for the next. It is also the formal copy that is signed by the employee's supervisor and Vice President and maintained in the Office of Human Resources.

When to Evaluate? Supervisors are expected to complete the annual performance evaluation forms at the end of the spring semester. Annual reminders are sent from the Human Resources Department in March for a May deadline. *The Performance Review Report* should be used at the completion of an employee's initial probationary period and/or on a quarterly basis when an annual score of 1 or 2 had been given on the Annual Review or finally, as part of a performance improvement plan if there has been marked change in performance in one or more areas.

Who to Evaluate? All administrative and staff employees in full or part time positions should be evaluated on the regular *Performance Appraisal Form*, those employees who have supervisory responsibility over one or more full or part time employees should also be evaluated on the *Addendum for Managers Form*. Employees in Essential Services should be evaluated on the *Essential Employees Performance Appraisal Form*.

How to Evaluate? Careful attention to the performance appraisal process is essential part of the supervisory role and should entail a dedicated and thoughtful reflection on the accomplishments and challenges the employee faced over the past year, as well as an assurance that he or she was congratulated on their successes and reminded of any breakdowns throughout the rating period. An in person meeting should be scheduled at least 2 weeks in advance to allow sufficient time for thought and discussion. Employees should be given the self-appraisal form for their reflection upon their actual work and accomplishments at least 2 weeks before the evaluation meeting.

It's all in the numbers! The form itself is relatively straightforward; however, a supervisor should be mindful to be consistent when using the 1-4 scale, with 1 representing the lowest performance level. Below are brief definitions for each number:

4 – Exemplary in almost all areas of evaluation area

2 – Performs below expectations in certain elements of evaluation area, but not all.

3 – Performs as expected, and may go above and beyond. **1** – Performs unsatisfactorily in nearly every aspect of evaluation area.

Defining Comments and Plan/Timeline for Implementation: A rating of 1 or 2 suggests mild to severe performance issues. In both of these ratings, both comments and a plan/timeline for implementation are required. Likewise if a rating of 4 is applied, comments are required to document why the superior rating has been assigned.

Defining Goals and Objectives: The final page of the form is designed to review the goals set in the previous year, and set new goals for the coming year. It is important to revisit the goals from the prior year to determine if they have been met (and if they haven't, why not?) and reset and re-establish priorities and expectations for the future. The goal setting and review process also allows employees the opportunity to discuss, build upon and share their individual gifts and talents.

Employee Comments: After the review, the employee should be encouraged to provide written feedback on the review process.

Need Help? Human Resources holds annual evaluation workshops for both employees and supervisors, but if there is any question as to an evaluation that might be considered delicate or other advice or strategy is needed, please contact Lisa Miller, Assistant Vice President for Human Resources at ext. 3046 or lmiller@molloy.edu.