



*SUPERVISOR'S
GUIDE*

**UNIVERSITY STAFF PERFORMANCE
EVALUATION PROGRAM**

Inside:

- Purpose**
- Benefits**
- Eligibility**
- Policy Considerations**
- Evaluation Form Guidelines**
- Time Table**
- Performance Evaluation Considerations**
- Setting Goals**
- Keys to a Successful Evaluation Meeting**
- Employee Assistance & Work/life Program**

Amended 2009

PURPOSE

Southern New Hampshire University depends on its employees to perform in a manner that serves the university's educational mission. Work is an integral part of an employee's life and is an opportunity for growth and fulfillment. Helping employees perform well is the responsibility of Southern New Hampshire University's managers and supervisors. The annual review process provides the opportunity for each employee to meet with his or her supervisor(s) to discuss all aspects of job performance. The primary purpose of the annual performance evaluation is to improve communication, evaluate job performance for the previous year, and identify objectives and areas for continued development. The results of the performance evaluation are also used to assist in the determination of salary increases available for university staff employees in a given year.

Due to the importance of this process to the individual and the institution, any necessary support needed by supervisors and managers will be provided. Conversely, strong measures will be taken with those supervisors and managers who do not follow the policies and deadlines.

BENEFITS

The performance review process directly benefits you because your expectations of performance responsibilities and results are communicated clearly to the employee. It gives you the opportunity to address performance at all levels: performance highly exceeds expectations, performance consistently exceeds expectations, performance meets expectations, and performance is below expectations. The feedback employees receive on a day-to-day basis is usually focused on a specific task, project or activity. The annual review gives you and your employees the opportunity to discuss the different components of the job and the associated performance on a broader scale. The review session helps employees establish direction. The feedback and direction you give them along with setting goals helps enhance motivation. The process benefits Southern New Hampshire University because each individual's work is reviewed for both effectiveness and its relationship to departmental objectives and institutional mission.

ELIGIBLE EMPLOYEES

All full-time and half-time university staff members are eligible.

POLICY CONSIDERATIONS

- For employees with multiple supervisors, provisions should be made for each supervisor to be involved in the performance evaluation process. Only one evaluation form is to be used for each employee.
- If an employee has recently transferred from another position, the current supervisor is responsible for completing the performance evaluation but should confer with the former supervisor for input.
- Upon hire, supervisor should review the evaluation process with an employee to familiarize the employee on how the process works and what areas are evaluated. Should an employee be in his/her three-month introductory period of employment when the evaluation process begins, the supervisor should notify the Office of Human Resources and wait to conduct the evaluation until the employee has completed three months of employment.
- Should an employee not receive a general adjustment level increase due to less than adequate performance, the individual will be re-evaluated in 90 days for reconsideration. Should the increase be given at the time, it will be retroactive to the effective date for all other staff members. Supervisors are advised to discuss performance issues with Human Resources and Development and their division head.
- Should a disagreement arise which cannot be resolved, the employee has the right to seek redress through the appeal process as outlined in the handbook.

THE EVALUATION FORM:

The university staff performance evaluation form is divided into 5 sections:

- I. **Performance Review:** In this section evaluate the employee within all categories of employee performance. Include supporting comments along with a rating for each category.
 - 1) Performance does not meet expectations (employee may be new to position)
 - 2) Performance is below expectations
 - 3) Performance meets expectations.
 - 4) Performance consistently exceeds expectations.
 - 5) Performance highly exceeds expectations.
- II. **Overall Review of Performance:** In this section you will provide a general summary of the individual goals established the previous year, the employee's contribution to the overall goals of the department/division and other university service or accomplishments that should be highlighted.
- III. **Setting Goals for Next Year:** This section will provide the direction and clear expectations for the employee for the next year. Goals should be established mutually between the supervisor and employee to ensure the employee understands the expectations, how each goal will be measured and the time allowed for completion.
- IV. **Supervisor Recommendation:** In this section the supervisor has the opportunity to identify an "overall" performance rating for the employee. The supervisor will recommend the employee for the general increase and merit based on the employee's overall job performance. Merit (if available) however is subject to review.

Employees hired after Jan 1:	Eligible for Chart Increase.
Employees hired prior to Jan 1:	Eligible for General Increase & if applicable Merit dependent on performance.
- V. **Signatures:** This section ensures all levels of management have reviewed and are in support the performance evaluation. Note: The employee's signature acknowledges that the employee has read and understands the information within the evaluation. The employee may complete the comment section or attach supporting comments to the evaluation.

TIME TABLE:

JUNE:

- A Supervisor Guide, evaluation form and list of university staff members to be evaluated are provided to supervisors. Additional guides and forms may be found on-line at: <http://www.snhu.edu/718.asp>
In addition, forms may be requested by contacting the Office of Human Resources at (603) 644-3125.
- Supervisor training sessions will be available for supervisors and managers.
- University Staff employees are provided a Pre-Evaluation form. The purpose of this pre-evaluation form is to provide the employee with an opportunity to suggest areas for discussion based on performance.
- The supervisor and employee meet to discuss the pre-evaluation. This form may or may not be appended to the employee's performance evaluation per their request.
- The supervisor will complete the "Performance Evaluation" form and schedule a time to meet with each employee.
- The supervisor will conduct the performance evaluation meeting with each eligible staff person. The employee and supervisor will sign and retain a copy of the performance evaluation form.

JULY:

- Following the performance evaluation meeting with the employee the supervisor will secure the appropriate management level signatures by July 15th.

AUGUST:

- The completed and signed performance evaluation is submitted to the Office of Human Resources no later than August, 1.

PERFORMANCE EVALUATION CONSIDERATIONS:

- Review the entire evaluation period - don't focus on one specific incident or just on recent events. Let the employee know that you are working on their evaluation and would s/he like to provide a list of accomplishments from the past year to be included.
- Base the review on accurate and factual data – don't go solely on memory.
- Avoid the "halo" and "horns" effects. Just because the employee performs badly in one area does not make the overall performance within that job poor.
- Length of service or job grade does not necessarily mean better performance. Look carefully at the individual's performance within that job.
- Avoid bias about an employee based on your personal feelings for that individual. Be consistent with all employees in the same or similar positions.
- Review documents, reports, projects and all other tangible items the individual has worked on or contributed to including committee and interdepartmental work.
- Avoid overrating an individual as a motivational tool.
- If you need advice and assistance in preparing an evaluation, contact the Office of Human Resources for assistance.
- Don't rush through the evaluation; solicit information and supporting documents from the employee.
- Provide truthful information supported by documentation and observations.
- Performance documentation should be accurate, individualized, measurable and behavior related.
- Consistency and non-bias comments or actions are crucial in evaluating employees.

SETTING GOALS:

It is recommended when setting goals to utilize the SMART goals template:

S	Specific	Establish goals that are clear, detailed and focused.
M	Measurable	Establish measures to assess the goal has been achieved.
A	Achievable	Establish goals that can be accomplished.
R	Realistic	Establish what the necessary resources are to support.
T	Time-oriented	Establish deadlines for completion.

For additional assistance in setting goals, please contact the Office of Human Resources.

KEYS TO A SUCCESSFUL PERFORMANCE EVALUATION MEETING

- Plan the outcome you want in the discussion. For example: What do you want the employee to leave knowing? What areas of performance do you want the employee to change? How would you like things done differently? What do you want to reinforce? Are there any steps that will be needed after the review? Seek the employee's feedback to ensure understanding and support.
- Allow enough time to make the evaluation comfortable and to conclude it properly. A **minimum** of 30 minutes is standard. Arrange it in a business-like setting. Do not allow interruptions. Truly "listen" to what the employee is saying during the meeting.
- If performance problems exist, address the specific performance and avoid labeling the problem (such as laziness, staying out late the night before work, etc.). You want to improve your employees' performance so they focus on the right things, in the right order, at the right time, with the right skills. When you highlight one or two specific areas for improvement, you prevent the employee from feeling overwhelmed with too many things all at once. Focus the employee's attention on manageable "chunks." Review progress periodically. Remember, Southern New Hampshire University has the Employee Assistance and Work/Life Program (EAP) to assist the individual or members of their immediate household.

The Employee Assistance and Work/Life Program (EAP)

PURPOSE:

Southern New Hampshire University's EAP is a benefit designed to provide a confidential service to employees whose personal difficulties, or the difficulties of a member of their immediate household, may be in danger of or are adversely affecting job performance.

ELIGIBILITY:

SNHU provides EAP services to all full-time, half-time and regular part-time employees and members of their immediate household.

KINDS OF ISSUES:

The EAP is intended to provide support to our employees who are dealing with a host of issues that may or may not be impacting their performance at work. Areas of concern can include stress management, grief and loss, job performance concerns, abuse or trauma, family and marital issues, impact of serious or chronic illness, anxiety and phobias, balancing work and life, depression/self esteem, substance abuse, compulsive disorders, legal/financial or any other issue that seems too overwhelming to handle alone. We encourage our employees to use the EAP even if the issues are not affecting their work. When job performance is not satisfactory, a supervisor may recommend the program to an employee as a way of assisting them to access help.

JOB SECURITY:

Participation in the EAP will neither jeopardize your job security nor affect future promotional opportunities.

CONFIDENTIALITY:

Confidentiality is one of the most important aspects of the EAP Program. If an employee contacts the EAP directly, no one at the university will know about it unless s/he discloses this information. If a supervisor makes a performance-based referral to the EAP, only that supervisor and the Vice President of Human Resources and Development or the Director of Human Resources will know. Upon the employee's consent, the EAP will only confirm whether or not the employee has contacted them and/or attended an initial evaluation session. Nothing concerning the nature of the issue will be released to the supervisor without the employee's written consent except as required by law.

HOW IT WORKS:

The EAP is designed to assist employees in obtaining the appropriate professional help for themselves or members of their immediate household. When the employee uses the EAP, s/he may contact the EAP directly at **1-800-647-9151**. Any employee requiring assistance in contacting the EAP, may speak with Jim Whitmore, Director of Human Resources at (603) 644-3126. Arrangements will be made for the employee or member of her/his immediate household to speak with or be seen by an EAP consultant.

COSTS:

The university assumes the cost for EAP referral services. If services beyond the EAP are recommended or required, that cost is the employee's responsibility; however, these services may be covered by the employee's medical insurance plan.