

Training Manual

October, 2009 Performance Appraisal Process For Local 2324 Represented Employees

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MEMORANDUM

TO: Vice Presidents, Deans, Directors and Department Heads

FROM: Manuel P. Monteiro,
Associate Vice President for Human Resources

DATE: October 5, 2009

RE: Performance Appraisal for Local 2324, U.A.W. Represented Employees

In accordance with Boston University's collective bargaining agreement with Local 2324, U.A.W., performance appraisals are conducted annually for all eligible Local 2324 represented employees.

All bargaining unit employees who have completed the probationary period on or before September 1, 2009 will be eligible for the January 2010 performance increases. Only employees who are actively employed on the effective date of the increase will be eligible for performance increases. Performance increases will be awarded to employees who are evaluated as "outstanding", "superior", "exceeds standard", or "meets standard." Please note that in accordance with the Agreement between Boston University and Local 2324, U.A.W. effective July 1, 2007 – June 30, 2011 in order to be eligible for a promotion, the employee must receive a score of "meets standards" or higher in each category of his/her most recent performance appraisal. In order to be eligible for a lateral transfer, the employee must receive an overall score of "meets standards" or higher on his/her most recent performance appraisal.

Supervisors, in consultation with their Department Heads, are responsible for completing a Boston University Performance Appraisal form designated for L2324-represented employees who meet the above service criteria. Department Heads are responsible for ensuring that, to the best of their knowledge, employees have been appropriately evaluated.

The agreement with Local 2324, U.A.W., concerning performance evaluations of represented clerical and technical employees, requires eligible employees to perform at least at "meets standard" levels in order to qualify for performance increases, promotions, transfers, and quartile or midpoint salary adjustments.

During the review process, we would ask that:

1. the evaluations be coordinated through the Office of the Dean and/or Vice President and

2. the importance of the performance reviews be stressed to all supervisors who have responsibility for evaluating these employees.

To assist with the coordination and distribution of the review, performance review worksheets for all eligible Local 2324-represented employees and performance appraisal training manuals will be distributed to supervisors. The performance appraisal form for L2324-represented employees will be available on the Human Resources website at www.bu.edu/hr in the "Policies and Procedures" section. Human Resources staff will be available to provide you with any assistance you may need, including training of supervisors who are responsible for these reviews.

Department Heads will be notified of all approved performance increases after all the Performance Review worksheets have been reviewed by Human Resources.

Increase amounts are awarded based on the performance appraisal score for each eligible employee. The average performance increase for this year will be \$400. Individual performance increases will range from \$100 to \$500 per annum. The total amount of increases granted should not exceed the Department's Performance Award Pool. If unusual circumstances exist which may justify exceeding the pool, such as a department with one employee who was rated outstanding, contact Marilyn Walsh at Human Resources.

Performance increases will be added to the hourly base rates for eligible employees effective January 4, 2010 and reflected in the January 15, 2010 paychecks.

If you have any questions regarding this process, please contact your Employee Relations Representative.

cc: Marilyn Walsh
Trent Sevene
Employee Relations Representatives

Performance Appraisals and Performance Awards
Schedule For L2324 Employees

Effective January 4, 2010

- **Beginning October 5, 2009** - The Office of Human Resources distributes Performance Review worksheets and Unit Performance Award Pools to Deans, Directors and Department Heads and provides training to Supervisors. The Performance Appraisal forms and Training Manuals will be available on the Office of Human Resources website at www.bu.edu/hr. Deans, Directors and Department Heads manage the process to ensure that appraisals are fair and accurate, performance increases are equitable and the performance pool is not exceeded.

- **Prior to November 2, 2009** - Supervisors will complete the Performance Appraisal forms, and after consultation with their Dean, Director or Department Head will meet with their employees and forward the forms to their Dean, Director or Department Head.

- **Prior to November 9, 2009** - Dean, Director or Department Head compiles the completed Performance Review worksheets with total performance scores and increases from their unit/department and returns them to the Office of Human Resources.

- **Prior to December 11, 2009** - The Office of Human Resources sends Performance Award Increase Notifications to Deans, Directors and Department Heads so that employees can be notified of their increases.

- **January 4, 2010** - New rates, including general increase and performance increase, if applicable, are effective. The Office of Human Resources will enter the increases into the payroll system. The new rates will be reflected in the January 15, 2010 paychecks.

- **Prior to January 11, 2010** - Signed Performance Appraisal forms are returned to the Office of Human Resources for filing.

Schedule For Processing
Questions And Answers

**Regarding The Performance Appraisal Process For
Local 2324 Represented Employees**

1. Q. *Why is the performance appraisal process being conducted?*
A. This performance appraisal process has been developed to objectively evaluate the performance of eligible Local 2324 represented employees, to inform those employees of how well they are performing their job duties, and to establish a fair and equitable procedure for the distribution of job performance increases.

2. Q. *Who will be evaluated during the 2009 performance appraisal process?*
A. All current Local 2324 represented employees who have completed the probationary period on or before September 1, 2009

3. Q. *Who should evaluate the employee?*
A. The exempt staff member who is responsible for the daily supervision of the employee is the ideal person to perform the evaluation. Remember, these appraisals must be based on objective observations of job performance.

4. Q. *What period of time should these evaluations cover?*
A. The supervisors should base their appraisal on the employee's job performance from January 2009 through the date of the evaluation.

5. Q. *What are the essential steps of the performance appraisal process?*
A. The process begins with the supervisor reviewing the job responsibilities, duties, and knowledge required by the individual's position. Information on job requirements is contained in the employee's Position Study Questionnaire.

Next, the supervisor must rate and describe the employee's job performance on the Performance Appraisal form. (Please Note: When filling out the form use the TAB key to navigate between sections.) During this step, the supervisor must take care to evaluate objectively the employee's performance. The supervisor's comments are to be based solely on actual instances of job performance and the results of such performance.

Comments on the Performance Appraisal form should describe examples of the employee's typical level of performance. Comments should especially include the supervisor's appraisal of those areas of individual job performance which either exceed what is expected or fail to meet the expected level of performance. When the supervisor has completed and signed the form, it should be sent to the Dean, Director or Department Head for review.

6. Q. *When should I talk to my employee about his/her performance appraisal?*

A. After completing the Performance Appraisal forms in consultation with their Deans, Directors or Department Heads, the supervisors should meet with each employee they have evaluated.

At this meeting, the supervisor will discuss with the employee his or her appraisal of the employee's level of job performance. The employee will have the opportunity to comment on the appraisal of his or her job performance. At the end of the meeting, the employee should be given time to comment on the evaluation and sign the Performance Appraisal form. If, after an appropriate interval (24 hours), the employee declines to sign the form, a note may be added indicating that a performance appraisal review meeting was held, the date of the meeting, and that the employee declined to sign the form. For further information on this subject, turn to "The Performance Appraisal Review Meeting". The form should then be forwarded to your Dean, Director or Department Head who will return it to the Office of Human Resources.

7. Q. *When will the performance increases be received?*

A. Performance Appraisal forms and performance increases will be processed according to the attached schedule. Payments for eligible employees who are actively employed on January 4, 2010 and are evaluated as "outstanding", "superior", "exceeds standard", or "meets standard" will be reflected in the paychecks received on Friday, January 15, 2010.

8. Q. *When will I be able to tell my employee about his/her performance increase?*
- A. Departments will be informed of approved performance increases during the week of December 11, 2009. Do not tell the employee the amount of his/her increase until notification is received from the Office of Human Resources.
9. Q. *How will an employee be compensated if he or she received a promotion prior to January 4, 2010.*
- A. The performance increase will be added to the employee's hourly rate of pay after the promotional increase.

BOSTON UNIVERSITY
PERFORMANCE APPRAISAL FOR L2324-REPRESENTED EMPLOYEES

Employee's Total Score **0**

Name

Job Title

Unit/Dept.

Date of Hire

(MM/DD/YYYY)

Performance Evaluation Period: January 2009 - Date of Evaluation

PERFORMANCE APPRAISAL INSTRUCTIONS

1. The performance of all L2324 represented employees who have completed the probationary period on or before September 1, 2009 must be evaluated on the Boston University Performance Appraisal form. When reviewing an employee whom you have supervised for less than six months, please consult with the prior supervisor.
2. As you rate the employee on each of the dimensions in the Performance Appraisal form, be sure to measure the employee's performance based on the actual job duties, responsibilities, and knowledge required for this specific position. In making decisions as to whether an employee is meeting the expected level of performance or exceeding it, you should review the Position Study Questionnaire and any other documents distributed to the employee which detail his or her position requirements.
3. This evaluation is designed to measure the employee's performance for the period from January, 2009 through the date of your evaluation. Your ratings should be based on this entire employment period. Be careful not to over-emphasize recent events or isolated dramatic incidents.
4. Rate the employee on each of the dimensions by entering the number corresponding to the actual performance level into the designated box. Be sure to document ratings of "Below Standard" or "Unacceptable" in the comments section.
5. You will be expected to meet with each employee you have rated to discuss the performance evaluation. After the meeting is over and the employee has signed the appraisal form, forward the performance appraisal to your Dean, Director or Department Head who will in turn forward it to the Office of Human Resources. You should keep a copy of the completed performance appraisal for your file.

GENERAL PERFORMANCE CATEGORIES

- Outstanding - Performance is clearly exceptional. Reflects consistently outstanding performance.
- Superior - Performance results consistently exceed job requirements. Employee takes initiative.
- Exceeds Standard - Performance results frequently exceed job requirements.
- Meets Standard - Performance results consistently meet job requirements.
- Below Standard - Performance does not always meet minimum job requirements.
- Unacceptable - Employee's performance does not meet the requirements for the position. Immediate corrective action needed.

BOSTON UNIVERSITY
PERFORMANCE APPRAISAL FOR L2324-REPRESENTED EMPLOYEES

1. **KNOWLEDGE OF JOB:** In the performance of his or her job duties, how well does the employee demonstrate that he or she knows what to do to fulfill the requirements of the job; know which procedures to use to complete assigned tasks; know where to find relevant job information; and know applicable University policies? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

2. **QUALITY OF WORK:** How accurately does the employee perform his or her work; follow prescribed procedures; and pay attention to details? Does he or she demonstrate the administrative, clerical or technical skills required for completing all job tasks? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

3. **PRODUCTIVITY:** How well does the employee produce a sufficient volume of work to meet daily job requirements; use time efficiently; and produce a consistent output of work? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

4. **PLANNING AND ORGANIZING WORK:** How well does the employee perform job duties without specific reminders and concentrate on assigned tasks? Does he or she not become easily distracted from the given assignments and can he or she solve problems associated with work and overall obstacles? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

5. **WORKING RELATIONSHIPS:** How well has the employee developed effective working relationships with supervisors, peers and others; know how to coordinate own work activity with the effort of others; and show an understanding of how his or her job function fits in the overall operation of the department? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

6. **TIMELINESS OF WORK:** How well does the employee complete assigned tasks and meet objectives on schedule? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

7. **PROMPTNESS AND ATTENDANCE:** How prompt is the employee in reporting to work and does he or she keeps regular attendance? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard	Meets Standard	Exceeds Standard	Superior	Out-standing				

8. **DECISION MAKING:** How well does the employee make sound and timely job-related decisions; analyze facts and reach logical conclusions; and select appropriate procedures for varying work assignments? (Please enter a number in the gray box)

Enter rating here:

0	1	2	3	4	5	6	7	8	9
Unacceptable	Below Standard		Meets Standard		Exceeds Standard		Superior		Out-standing

Total Score: The sum of the rating for each factor equals:

0

(SUMMARY 2009)
BOSTON UNIVERSITY
PERFORMANCE APPRAISAL FOR L2324-REPRESENTED EMPLOYEES

Name _____

Job Title _____

Unit/Dept. _____

Date of Hire _____

Performance Evaluation Period: January 2009 - Date of Evaluation

- | | | |
|----|----------|-------------------------------------|
| 1. | 0 | KNOWLEDGE OF JOB |
| 2. | 0 | QUALITY OF WORK |
| 3. | 0 | PRODUCTIVITY |
| 4. | 0 | PLANNING AND ORGANIZING WORK |
| 5. | 0 | WORKING RELATIONSHIPS |
| 6. | 0 | TIMELINESS OF WORK |
| 7. | 0 | PROMPTNESS AND ATTENDANCE |
| 8. | 0 | DECISION MAKING |

Employee's Total Score = 0

SUPERVISOR COMMENTS

Employee's Signature _____

Date: (MM/DD/YYYY)

Supervisor's Signature _____
(MM/DD/YYYY)

Date:

Dean, Director,
Dept. Head or
Designee's Signature _____
(MM/DD/YYYY)

Date:

EMPLOYEE COMMENTS

Check List:
Performance Appraisal Form

Did You Remember To:

- Review the Position Study Questionnaire (Job Description) before rating the employee.
- Consult with your Dean, Director or Department Head before meeting with the employee.
- Evaluate the employee objectively on the performance of his or her duties as described on the Position Study Questionnaire.
- Use concrete and representative examples of performance.
- Consider the entire performance review period in making your evaluation.
- Rate each employee on actual past performance and not on potential performance.
- Consider the total performance of the job in making each evaluation.
- Base evaluations on instances of performance which you have either observed or which have come to your personal attention.
- Identify areas of growth and development.

The Performance Appraisal Review Meeting

What is a Performance Appraisal Review Meeting?

A review meeting is one between the supervisor and employee to discuss that employee's work. It is a way for both to see if the employee is "on the right track" and to determine what should be done to improve the employee's effectiveness.

The review meeting usually involves the supervisor in two different roles: judge (evaluator); and helper (coach and counselor). As judge, the supervisor must make decisions concerning the results of the employee's work, measuring those results against established guidelines, using the form distributed by the Office of Human Resources.

As helper, the supervisor's role is one of advising employees and assisting in the solving of work-related problems. In this advising role, the supervisor provokes the decision-making process by getting the employee to weigh alternatives, consider consequences, or suggest other courses of action.

How Does the Supervisor Prepare for the Meeting?

There are several things which should be done by the supervisor before an appraisal meeting is held:

- Review the Position Study Questionnaire (Job Description)
This helps to refresh your understanding of the duties and responsibilities of the position.
- Review the appraisal form
This helps to remind you of the reasons you used in determining the ratings which you gave to the employee on the different factors.
- Notify the Employee
The employee has a schedule, just as you do, so it is essential that you give advance notice of the meeting. The employee should be told why the meeting is being held. Advance notification will give the employee a chance to privately evaluate his own performance prior to the meeting.
- Arrange an Appropriate Setting
The setting for the meeting often reflects the importance of the meeting to the supervisor. A location should be selected that is free of telephone or visitor interruptions. This should signal to the employee that the meeting is a serious priority and not just a procedural formality.

- Arrange a Convenient Time
There can be no set standard on how long a review meeting should take. The supervisor should plan for the meeting to last at least 45 minutes. Setting aside time at the beginning of the workday is usually a good idea, since it involves people's time when one is fresh and alert, and before becoming involved in the business day.
- Prepare Outline/Agenda for the Meeting
Pre-planning what issues will be discussed helps the supervisor to be objective. An outline helps to focus on the content of the meeting, manage the time appropriately, and insure that all salient points will be discussed. The supervisor's comments on the performance appraisal form may be the source of many of the agenda items.
- Prepare a Copy of the Completed, Signed Appraisal for the Employee
A copy of the completed, signed Performance Appraisal form should be given to the employee during the meeting to help the employee remember the evaluation and to provide the employee with an opportunity to comment.

What Happens During the Performance Appraisal Review Meeting?

The meeting itself focuses on two aspects of supervisor/employee relations:

- The discussion of past performance;
- The plans for future employee improvement or development.

Typical Discussion Topics:

- "How is the employee doing?"
- "What is the employee doing right?"
- "Where does the employee need to improve?"
- "What can be done to help the employee do the job better?"

The supervisor should avoid answering these questions with comparisons to other employees. The responses should reflect the individual's job requirements and the employee's achievement against those requirements. As a result of this discussion, the employee may be encouraged to attend some specific training courses, or the supervisor may schedule time to provide some on-the-job training in areas where the employee's skills need the most improvement. As a result of this meeting, the employee should become aware of the strongest and weakest points of his or her job performance. He or she should have a clear understanding of what is expected in the future.

Check List:
Meeting With The Employee

Did You Remember To:

- Meet with the employee in a private place with uninterrupted time to discuss the evaluation.
- Allow the employee to read the form.
- Be specific in your discussion with the employee about his or her strong points and weak points.
- Clearly indicate what kind of improvement you wish to see and how that employee could meet your expectations.
- Counsel the employee on how to improve his or her job performance.
- Allow the employee the opportunity to tell you how he or she feels he or she is performing.
- Make your expectations clear.
- Have the employee sign the form.