

Responses to Comments and Concerns from Training Assessment Survey

Concerns: Evaluation Form, Input from Those Being Evaluated and Consistency in Process

First, an evaluation form has been developed that will be used campus-wide, so there is no need for managers to develop a form. The use of one standardized document will also help ensure that evaluations are based on consistent criteria across the campus. The evaluation form will be reviewed annually to determine if any modifications are necessary. Plans call to eventually transition to an electronic evaluation form/process.

The evaluation form was designed to provide departments the flexibility to customize performance standards unique to their areas, which was a concern raised by some individuals. A section devoted to leadership, managerial and supervisory performance standards is included for B-W staff that supervises and manages other employees.

The Annual Performance Evaluation Form has a self-assessment component that will allow employees to provide input into their evaluation. The performance management program also includes an informal mid-year review to measure progress towards goals, and to provide an additional opportunity for employees to discuss performance-related issues with their managers.

Concern: Consistency of Ratings

Overall performance ratings that are at the top of the rating scale and at the bottom of the rating scale will need to be approved in advance by respective Vice Presidents. The VP review process was specifically included in the process to help in eliminating the potential of overrating or underrating employee performance. In addition, all evaluations, regardless of the overall rating, must be reviewed by the next level of management. This means that your supervisor's supervisor will also be reviewing your evaluation.

Managers will be trained to set standards and goals, as well as how to determine whether someone has met those standards. Finally, Human Resources will be tabulating and monitoring ratings in the aggregate to determine areas might be overrating or underrating employees.

Job descriptions have been developed for all employees. The job description will serve as the basis for setting goals and performance standards so that employees will be evaluated strictly on bona fide aspects of their jobs.

Concern: How do I find Time to do Evaluations?

The Performance Management Program Task Force has already partnered with Mid Managers to provide professional development in the area of time management to address concerns expressed about finding the time to add a major new responsibility. Plans call for possibly repeating this session, as well as conducting other professional development workshops on managerial topics that can aid in handling performance management tasks and responsibilities.

Concern: Merit Pay

Merit pay currently plays no role in the new Performance Management Program.

Concern: Senior Level Support

President Durst and other members of the President's Cabinet have stated that they are strongly committed to the successful implementation of B-W's Performance Management Program.

Concern: Training

The Performance Management Program Task Force Subcommittee on Training is developing a series of training modules designed to help everyone who will be involved in the new Performance Management Program. Plans call for internal and external facilitators to be used in delivering the various training modules.

The first training will be provided via a brief PowerPoint presentation designed to provide a general introduction to the new Performance Management Program. The on-line format will allow employees to access the presentation at anytime and it can also be shown to groups of employees who do not have access to a computer.

The second training module will provide a comprehensive overview of the entire Performance Management Program. All employees who will be evaluated and/or who will be evaluating other employees are expected to attend one of comprehensive overview sessions that will be held on this topic.

The final three training modules will involve managers and supervisors and will focus with the following topics:

- Setting Performance Standards and Goals (late summer/early fall)
- Coaching and Developing Employees (early/mid fall)
- Conducting Evaluations (late winter/early spring)

Finally, a web page has been created on HR's home page that will contain a variety of resources to assist everyone who will be involved in this new venture. The evaluation form, training materials, PowerPoint presentations and other resources will be on-line and available 24/7.

In Conclusion

The goal of B-W's Performance Management Program is to ensure that the College and all of its employees and departments are working together in order to fulfill the College's mission.

Remember, performance management is not an annual event, it is a process. B-W's Performance Management Program has been designed to minimize the annual review as the primary focus, and concentrates instead on the entire spectrum of performance management and improvement strategies. These include employee performance improvement, performance development, training, and regular performance feedback.