Brandeis University – Office of Human Resources
Annual Performance Evaluation Guidelines

Policy Summary
Supervisors are responsible for evaluating performance and providing feedback throughout the year. Annually, in late winter or early spring, a more formal review is required using the University’s Annual Performance Evaluation form. (New employees are reviewed at the end of their initial review period. An additional review is not required if the initial review is done after November 1st of the previous year.)

The employee, the supervisor, the department head and the vice president or dean sign the review form. This performance review is placed in the employee’s personnel file.

Purpose of Performance Review
The purpose of the performance review is for the supervisor and the employee to:

- Review current performance
- Review performance of the past year
- Document and highlight past accomplishments
- Identify areas for improvement
- Identify work goals and performance standards for the coming year

Supervisor’s Guidelines

Before the Meeting

1. Inform the employee approximately two weeks in advance that you intend to review his/her performance, and schedule a day and time for the review. Make sure the review takes place on this date unless there are extenuating circumstances.

2. Ask the employee to complete an Employee Pre-Review Input form and give it to you in advance of the review session. If performance issues are of concern, discuss them with the employee prior to writing the performance review.

3. Ensure that the performance review is based upon the employee’s current job duties. If the job description does not accurately reflect the job duties the employee is performing, modify and attach it to the performance review indicating that it has been modified. If the job description has changed significantly (more than one or two essential functions), please contact the Office of Human Resources. The form is available and can be accessed on the website http://www.brandeis.edu/humanresources/forms.html

4. Supervisors have two options in conducting the performance review with the employee:
   1) conduct the performance evaluation meeting with the completed review in hand
      or
   2) give the written evaluation to the employee after discussing performance. The employee can review the written evaluation privately, and return the signed document to the supervisor.
During the Meeting

1. Conduct the performance review in a confidential manner behind closed doors.
2. Put the employee at ease. Reviews can be overwhelming to employees.
3. Review the employee’s performance ratings. Encourage employee’s comments on past performance, accomplishments or obstacles to progress and future goals.
4. Keep the evaluation work-related. Do not address personality traits or personal issues. Interpersonal communication and behavior may be discussed, but they must have a demonstrated effect on the employee’s work and/or other employees’ abilities to get the job done.
5. If the discussion is unproductive, continue it at another time.
6. Have the employee sign the performance review form. The employee’s signature does not necessarily indicate agreement with the evaluation. If employee does not wish to sign the form, indicate this on the form._
7. Provide a copy of the signed form to the employee and send a copy of the form to Human Resources for inclusion in the employee’s personnel file.

After the Meeting

1. If the employee’s performance is unsatisfactory, please develop an action plan for continued performance management with time frames and attach a copy of the plan to the completed evaluation form. Monitor the employee’s progress and ask your Employee Relations and Employment Specialist for assistance and guidance if performance issues continue.
2. Discuss progress periodically with the employee. Provide praise and encouragement when performance shows improvement. Provide coaching and direction when the employee’s performance does not meet expectations.
3. Remember that performance management is ongoing. Evaluate performance and communicate with the employee throughout the year.

If you have questions or comments about the performance review process or policy, you are welcome to contact:

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