

PURPOSE: TO OUTLINE THE PROCEDURES FOR PERSONNEL EVALUATIONS.

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## A. GENERAL

*Personnel Evaluation* refers to the practice of evaluating the performance of university employees on an annual basis. The personnel evaluation process is supervised and documents maintained by the Office of Human Resources.

## B. ASSESSMENT

1. A process of program assessment planning and reporting is required annually of all academic and administrative units of the university. Assessment annual plans and reports are completed in *Rubrics Cube*, on the university intranet website at <http://intranet.brenau.edu/rubricscube/> and posted on the Assessment Website for each academic program and administrative unit. Assessment plans and reports are integral parts of the annual evaluation process and are discussed during supervisor/employee interviews. Details of this process and appropriate timelines are contained in Policies: AA-ASMNT-500-01 and 02. (Go to Brenau Policies on Intranet, select Academic Assessment as "Responsible Office", click "Search"; policy title will appear, click on "View")

## C. PERSONNEL EVALUATIONS

1. The purpose of personnel evaluations is to establish an ongoing, systematic evaluation of how well an individual is carrying out the duties and responsibilities of his/her current position. The end goal is to increase effectiveness of employees and promote general and career development. Evaluations of employees must be candid in identifying the strengths and weaknesses of employees, as well as providing direction for improvement. As to substandard job performance, the supervisor should make a reasonable effort to assist the employee in becoming an effective employee; however, Brenau's need for competent and effective employees must determine the extent to which efforts to assist the employee will be made.

The personnel evaluation will help to achieve the following:

- Accomplish work objectives and University goals
- Motivate and stimulate performance
- Plan for future personnel needs and budget requirement
- Build employee confidence and strengthen commitment to the University

## 2. STAFF EVALUATION PROCESS

- a. Any staff or faculty employee who is responsible for preparing goals and objectives through the assessment process (typically exempt employees) will complete his/her personnel evaluation in coordination with the Rubrics Cube report (which ties to their goals and objectives for the fiscal year). In addition to reporting on assessment objectives in Rubrics Cube, all administrative reporters (VP's, Deans, Chairs and directors) complete an addendum page accessible via direct link from the finalization page of Rubrics Cube, or also available on the Assessment Web page or the Human Resources webpage. The addendum is designed to allow each reporter to provide his/her supervisor with any additional information about the reporter's accomplishments for the year in review, if not addressed already in Rubrics Cube. The purpose of this process is to avoid duplication of effort with regard to information already contained in the Assessment Report. The addendum page will contain any handwritten comments

by the supervisor made following the annual review and for inclusion in the personnel file of the reporter, and is considered confidential.

- b. Staff employees not responsible for preparing goals and objectives (typically hourly, non-exempt employees) will have an evaluation meeting with their direct supervisor who will evaluate their performance based upon a performance appraisal (forms are available via the HR website).
- c. Original copies of the completed staff evaluation will be housed in the Office of Human Resources. Original copies of the completed faculty evaluation will be housed in the Office of the Provost and VPAA

### 3. FACULTY EVALUATION PROCESS

- a. All faculty members shall be evaluated by their Dean or Department Chair according to criteria established by the University for determining effective performance. In addition, students shall evaluate courses at the end of the instructional term according to the University schedule, utilizing the instrument selected jointly by the faculty and the administration.
- b. Faculty members will submit to their chairs a Faculty Annual Report (FAR), a bulleted list that chronicles their work completed during the year. Chairs and Deans will use the FAR and a Faculty Workload Report for the faculty member to complete the Faculty Evaluation Rubric (FER) form either before or during a performance review conference with the faculty member. The conference allows the faculty member and chair/dean to review the previous year's activities and performance and to set goals for the coming year.
- c. Using the criteria weights and scores on the FER form, department chairs calculate each faculty member's "score." The chair then lists all scores in the department without faculty member names associated. In conference with the appropriate academic dean, the scores listed are divided into three levels based on the naturally occurring breaks. The top tier will receive the largest percentage salary increase, the middle will receive the next largest, and the bottom tier will receive the lowest percentage salary increase.
- d. The chair applies the appropriate percentage increase to the faculty member's salary and privately communicates each individual faculty member's salary increase to him or her.
- e. The following table depicts the timeline for faculty evaluations each year.

<b>Deadline</b>	<b>Action</b>	<b>Required Documentation</b>
Apr 15	Faculty members are notified of the schedule for annual performance reviews	Department Chairs send a blank Faculty Evaluation Rubric (FER) form and the goals of the department and college to each faculty member in the department
Apr 25	Each faculty member provides the Department Chair with his or her accomplishments and work activities	Faculty Annual Report (FAR) Faculty Workload Report Course Evaluations
May 15	Performance discussion takes place between each faculty member and the Department Chair (FER completed by Chair)	FER, FAR, Faculty Workload Report (also Advising Survey and other available sources of evidence)
May 25	Faculty member comments, goals for the next academic year, and required signatures are added to the FER form	Completed FER
May 31	Each Department Chair meets with his or her College Dean to discuss faculty scores and to determine the percentage of merit pay to be awarded each tier	Blind faculty ranking list only (list of raw scores without names)
May 31	Performance evaluation documentation is provided to the VPAA Departmental merit increases are recommended to the VPAA	Completed FER, FAR, Faculty Workload Report, and any additional documentation for each faculty member. List of recommended increases by faculty name.
June 15	Performance evaluation appeals are submitted to the VPAA	Appeal Request Form/Permission to release performance evaluation information
Aug 15	Four members of the Faculty Development & Support Committee are selected (2 <sup>nd</sup> - or 3 <sup>rd</sup> -term members of the committee) to serve on a Peer Review Board (PRB)	New chair of Faculty Development & Support Committee to coordinate selection of PRB members with VPAA
Aug 25	Peer Review Board reviews faculty appeals and makes recommendations to the VPAA (The committee member from the appealing faculty member's college may be excluded at the faculty member's discretion.)	Appeal Request Form/Release Department Chair's file of documentation regarding the faculty member for the previous academic year
Sept 1	VPAA Decision and requests a pay adjustment if appropriate	Memo of Pay Adjustment
Sept 15	Pay adjustment, if any, realized in paycheck	

#### D. EVALUATION OF DEANS & DEPT. CHAIRS:

##### Department Chairs

College deans evaluate faculty members serving as department chairs using the Chair Evaluation Rubric (CER), which contains faculty information and additional items related to chair duties as well as an appropriate distribution of criteria weights. An Addendum is also completed regarding the individual's performance, as separate from the performance of the supervised department. Each chair meets with the appropriate academic dean for a performance review conference.

### Academic Deans

The Vice President for Academic Affairs (VPAA) evaluates academic deans using the Dean Evaluation Rubric (DER) and the Addendum. Each dean meets with the VPAA for a performance review conference.

## E. TIMELINE FOR ASSESSMENT AND EVALUATIONS

	<b>Action</b>
March 1:	President shares his new annual objectives with VP's and with Assessment Office.
March 5:	Assessment Office will have President's Objectives and Strategic Plan strategies and tactics in Rubrics Cube drop down boxes for reference by all planning units.
March 15:	VPs will provide their annual objectives electronically to their direct reports.
April 1:	Deans and Asst/Assoc VP's will provide their annual objectives electronically to their chairs/reporting units;
April 15:	Department Chairs provide their annual departmental objectives electronically to their faculty members.
May 1:	Individual faculty members finalize personal goals and indicate association of the goals to strategic plan, department or college goals, to share with department chair at annual evaluation meeting, using Faculty Evaluation Report (FER).
May 15:	All degree program annual reports finalized in Rubrics Cube; sources of evidence added to new year's ELO's in Rubrics Cube. (= new assessment "Plan")
May 1-15:	All annual personnel evaluations of individual faculty will be completed by their chairs before end of contract, using Faculty Evaluation Report form
May 1-June 15	All non-faculty annual evaluations will be completed by supervisors.
June 15:	All Administrative Unit reports (VP's, Deans, Chairs, Directors) will be finalized in Rubrics Cube.  Supervisors will enter "reviews" in Rubrics Cube for all reporters and assure new year's objectives with sources of evidence have been entered for each unit supervised.  All personnel reviews will be submitted to the Office of Human Resources.
July 1:	Office of Academic Assessment will post all administrative unit and degree program Assessment Plans on website.  All units begin to implement new annual plan (goals and objectives) and begin to collect data.

## F. FORMS

All forms can be found on the HR website under HR Forms.

### Addendum

This 1-page form accompanies all evaluations of personnel in administration positions, including faculty serving as department chairs and deans, and reflects an evaluation of the individual's performance. The CER and DER reflect an evaluation of the area supervised and department or college goal accomplishment.

### Chair Evaluation Rubric (CER)

The department chairs adapted the Faculty Evaluation Rubric to create this rubric, which better represents a chair's duties and responsibilities. It is used across the institution.

### Faculty Annual Report (FAR)

This report, completed by each faculty member, represents an entire academic year's work by that individual. The report is divided into the main three criteria areas reflected on the Faculty Evaluation Rubric.

### Faculty Evaluation Rubric (FER)

The faculty developed this rubric for use across the institution. While the criteria of teaching, scholarship, and service have a common percentage weight, items contained within those regarding sources of evidence and expectations may differ between academic departments.

### Faculty Workload Report

This report is generated by the Student Information System to report the number of classes and students taught by a faculty member and the number of advisees currently assigned to him or her. Each faculty member prints the report, corrects any errors, and attaches it to the FAR (above).

### Evaluation Form (all staff)

The department specific/position specific evaluation form (used for employees who do not complete an Assessment Report).

## G. APPEALS

Faculty members may appeal an evaluation in writing to the Provost & VPAA within two weeks of their performance evaluation conference. The Provost & VPAA will convene a group of faculty members from the Faculty Development & Support committee to review the appeal at the start of the next academic year. If evidence is found to support the faculty member's contention, an adjustment may be made.

Staff members may appeal an evaluation in writing to the Director of HR within two weeks of their performance evaluation conference. The Director of HR will discuss the appeal with the direct supervisor and the EVP/CFO. If evidence is found to support the staff member's contention, an adjustment may be made.