

PURPOSE: TO OUTLINE THE PROCEDURES FOR PERSONNEL EVALUATIONS.

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 *Compliance Assist*, which can be accessed via <http://brenau.compliance-assist.com> 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 this Guideline as well as 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. Staff and faculty employees who are responsible for preparing goals and objectives through the assessment process (typically exempt, salaried employees) will complete their personnel evaluation in coordination with completion of their Compliance Assist report and new year plans. In addition to reporting on assessment objectives in Compliance Assist, all non-academic administrative reporters (VP's and non-academic Directors) complete the ***Evaluation: Staff Addendum Page*** available on the Human Resources website (under *HR Forms*). The Addendum is designed to allow these reporters to provide their supervisor with any additional information about the reporter's accomplishments for the year in review, if not addressed already in Compliance Assist. The purpose of this process is to avoid duplication of effort with regard to information already contained in the Compliance Assist report and plans.

The Addendum will contain any handwritten comments by the supervisor made following the annual personnel evaluation and for inclusion in the personnel file of the reporter, and is considered confidential.

- b. Staff employees not responsible for preparing goals and objectives in Compliance Assist (typically hourly, non-exempt employees) will have an evaluation meeting with their direct supervisor who will evaluate their performance based upon the performance appraisal form ***Evaluation: Staff_General_Employees*** available on the Human Resources website (under *HR Forms*).
- 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 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, a bulleted list that chronicles their work completed during the year. Chairs and Deans will use the Faculty Annual Report and a Faculty Workload Report 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 Faculty Annual Report form, 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.
4. 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.
- a. The following table depicts the timeline for faculty evaluations each year.

Deadline	Action	Required Documentation
November Faculty Meeting	Faculty members are notified of the schedule for annual performance reviews	Provost's Office send a blank Faculty Annual Report (FAR) form to each faculty member in the department
January 21	Each faculty member provides the Department Chair with his or her accomplishments and work activities	Faculty Annual Report (FAR) Faculty Workload Report Course Evaluations
Jan. 21- Feb. 14	Performance discussion takes place between each faculty member and the Department Chair	FAR, Faculty Workload Report (also Advising Survey and other available sources of evidence)
February 15	Department chairs send FARs to College Deans.	Signed FARs and accompanying documents for all faculty are submitted.
Feb. 15- Feb. 26	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	Return any FAR to faculty if second signature required for changes to original document before submitting to Provost. Blind faculty ranking list only (list of raw scores without names)
February 27	Performance evaluation documentation is provided to the Provost Departmental merit increases are recommended to the Provost	Completed FAR, Faculty Workload Report, and any additional documentation for each faculty member. List of recommended increases by faculty name.
Feb. 27- March 6	Deans meet as needed with Provost to discuss evaluations	Preparation of faculty letters of employment to be signed by Dean and Provost.
March 15	Letters of employment sent to all faculty	Specific remarks from FAR evaluations will be included and letters signed by both Dean and Provost.
March 18- 22	Performance evaluation appeals are submitted to the VPAA	/Letter to Provost requesting Permission to release performance evaluation information for review by Appeal Committee.
April 1	Four members of the Faculty Development & Support Committee are selected (2 nd - or 3 rd -term members of the committee) to serve on a Peer Review Board (PRB)	Chair of Faculty Development & Support Committee to coordinate selection of PRB members with Provost
May 6-15	Peer Review Board reviews faculty appeals and makes recommendations to the Provost (The committee member from the appealing faculty member's college may be excluded at the faculty member's discretion.)	/Release Department Chair's file of documentation regarding the faculty member for the previous academic year
	Provost 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 & CHAIRS:

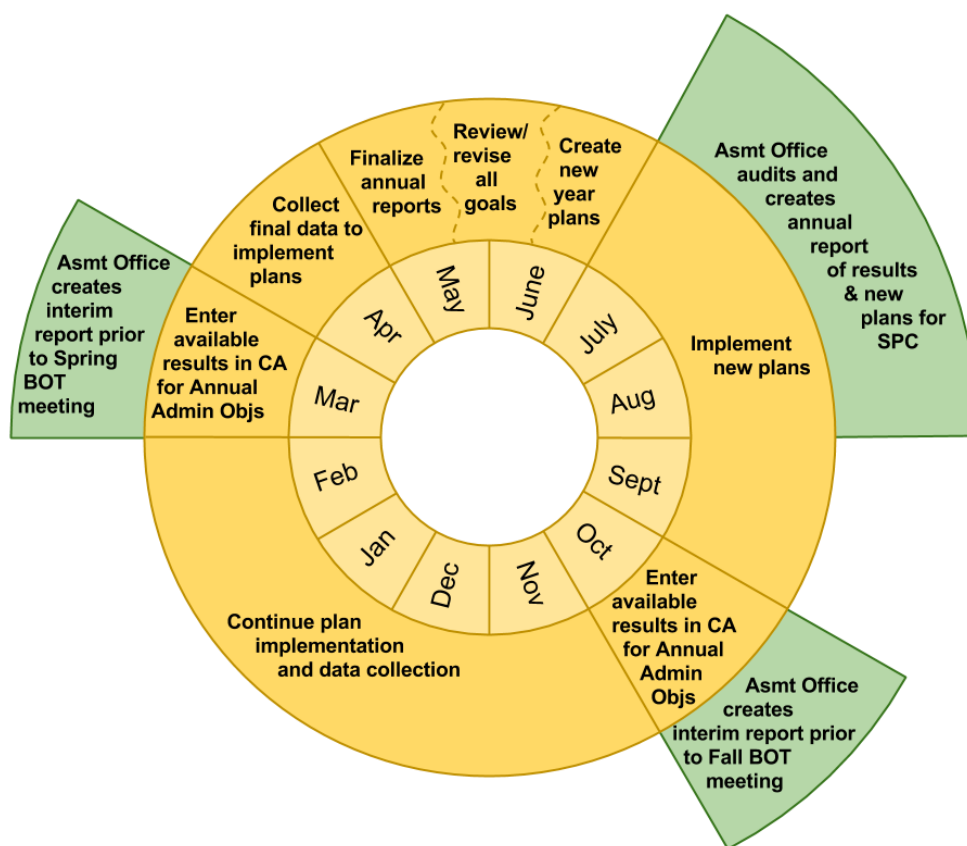
Chairs

College deans evaluate faculty members serving as chairs using the Chair Annual Report, and the Chair's Compliance Assist Assessment report and two years of plans. Each chair meets with the appropriate academic dean for a performance review conference.

Academic Deans

The Provost and Vice President for Academic Affairs (VPAA) evaluates academic deans using the Dean Annual Report, and the Dean's Compliance Assist Assessment report and two years of plans. Each dean meets with the VPAA for a performance review conference.

E. TIMELINE FOR UNIVERSITY PLANNING, ASSESSMENT, REPORTING AND PERSONNEL EVALUATIONS (see section 3: separate timeline for individual faculty evaluation process)



March: Office of Assessment provides VPs with CA status report prior to BOT spring meeting.

By April 1: President conveys his Emphases for the year and any modifications to Strategic Plan.

By April 10: VP's reexamine/update goals in CA and notify direct reports

By April 20: Deans/AVPs/Directors update goals in CA and notify any direct reports

- By May 1: Chairs/all other administrative units reexamine/update goals; notify any direct reports/departmental faculty
- By May 10: Degree programs finalize ELO Assessment Reports; complete a new year plan in CA.
9 month academic directors finalize yearly assessment reports and complete plans for next two years in CA for supervisor review and end of year evaluation meetings.
- By May 15: Chairs enter Reviews of ELO reports/new plans; sign off on both as complete in CA.
9 month academic directors' reports and plans form part of their end of year evaluation meetings with Provost
- By May 20 Chairs finalize yearly assessment reports and complete plans for the next two years in CA ready for their Deans' review and end of year evaluation meetings.
- By May 31 Deans enter reviews for chairs' reports and new plans as well as for ELO reports for their colleges, and sign off on each as complete in CA.
Chairs' and Academic Directors' reports and plans form part of their end of year evaluation meetings with supervisor (Dean or Provost).
- By June 1: All 12-month Direct Reports (including Deans) finalize yearly Assessment Reports and complete plans for next 2 years in CA for supervising VP's or appropriate Directors' CA review.
By June 10: VP's finalize yearly Assessment Reports and complete plans for next 2 years in CA ready for President's CA review and for discussion at annual evaluation meetings.
- By June 15: VP's enter reviews in CA for their direct reports' annual Assessment Reports as well as reviews of new year plans, and discuss these in annual evaluation meetings. Supervisors provide guidance on any appropriate Strategic Plan related goals and objectives for their units.
Supervisors complete all personnel evaluations and submit the Supervisor Assessment Form (provided by HR) to the Office of Human Resources. (does not apply to individual faculty; see separate timeline)
Administrative reporters may choose to submit to their supervisor as part of their evaluation a bulleted list of additional information supplementing their CA Report and Plans.
Staff who do not complete plans and reports in CA will use the *Performance Appraisal* form (on HR Website).
- By July 1: All 12-month units begin implementation of new annual objectives.
- July/Aug: Office of Assessment audits reports/plans, archives completed reports on website, and provides summary report to the Strategic Planning Committee.
- Aug/Sept: SPC analyzes previous year's data for progress on Strategic goals/objectives, including budgetary implications.
- Sept. IR Office produces new Environmental Scan for SPC
- Oct. SPC provides President with conclusions/recommendations based on analysis of internal/external data.
Office of Assessment provides VPs with CA status report prior to BOT fall meeting.

Oct-Dec: Budget discussions based on proposed plans

March: BOT finalizes budgets; cycle begins again.

F. FORMS

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

Supervisor Evaluation Form:

The supervisor completes form to accompany all evaluations of personnel who complete plans and reports in Compliance Assist in non-faculty administration positions (The form is not necessary for faculty serving as chairs and deans who complete a Chair/Dean annual report in addition to Compliance Assist)

Dean/Chair Annual Report Guides

The deans and chairs adapted the Faculty Annual Report Guide to create these guides, which better represent a dean's or chair's duties and responsibilities. They are used across the institution.

Faculty Annual Report

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.

Faculty Annual Report Guide

The faculty developed this guide 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 across 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 Faculty Annual Report.

Staff Evaluation Form

The department-/position-specific evaluation form is 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 Senior VP for Administration/CFO. If evidence is found to support the staff member's contention, an adjustment may be made.