

Performance Planning and Review

Davidson College maintains a performance management system for all staff employees to provide a vehicle to plan and evaluate performance. The performance management program is designed:

- (1) To provide a means of linking employee goals, departmental goals, and the college's strategic plan;
- (2) To provide the opportunity to discuss and understand goals and expectations with supervisors;
- (3) To provide a process which encourages continuous performance feedback to employees;
- (4) To encourage discussion and identification of opportunities for education, training, and development; and
- (5) To develop a means of linking pay to performance.

Performance Management Process

The performance management process includes the following components.

Planning

At the beginning of the fiscal year, the supervisor and the employee meet to develop the employee's goals and expectations for the fiscal year. During the performance planning meeting, the supervisor explains the process and works with the employee to develop specific goals and expectations based on the employee's job description, understandings regarding position expectations, departmental goals, and the college's strategic plan. Performance Factors (behaviors which address how the employee goes about the daily accomplishment of the goals and expectations) are also identified from the dictionary of performance factors provided by the Human Resources office.

Interim Review

The interim review is a brief meeting which occurs near the middle of the performance cycle (usually December or January). The purpose of the meeting is to review performance, evaluate progress toward accomplishment of goals and expectations and offer guidance and documentation regarding areas in need of improvement. Performance which does not "meet expectations" (or is not on track to meet expectations by the end of the fiscal year) should be discussed and documented. The supervisor should also provide appropriate guidance.

Support

The supervisor should provide on-going feedback regarding performance. Areas in need of improvement should be noted and addressed during the

performance cycle so that performance issues are not a “surprise” at the time of the performance review. It is the supervisor’s responsibility to provide support and specific documentation and guidelines to help the employee achieve specified goals and expectations.

Performance Review

Toward the end of the fiscal year (usually during the month of April), the employee and supervisor meet to discuss performance and determine a performance rating for the goals and expectations and the performance factors. The overall rating shall also be determined and recorded on the performance planning and review document.

Rating Scale

Davidson utilizes a six point rating scale which is used to rate each primary position responsibility and performance factor. No specific method of weighing goals and expectations with performance factors will be adopted campus-wide. Supervisors are asked to consistently apply weights for similar positions. Departments should adopt a standard method of weighing expectations vs. performance factors for all positions in the department.

Training

The Human Resources office will provide periodic training for supervisors and employees to acquaint them with the parameters of the performance planning and review process. Supervisory training regarding performance management will also be offered on a periodic basis. New employees will be introduced to the performance planning and review process during new employee orientation.

Questions

Employees with questions or concerns regarding the performance planning and review process should call the Human Resources Office (x2212). Copies of the Performance Planning and Review form are available in hard copy or diskette formats.