

DEPAUL UNIVERSITY



Performance Management and Appraisal

Category: Human Resources

Responsible Department: Organizational Development & Workplace Learning

Responsible Officer: Vice President, Human Resources

Effective Date: 01/03/2019

Policy Summary

Performance appraisals for every full and part time staff employee are required annually, on a schedule announced by the Office of Human Resources. Completed appraisals are electronically submitted to the Office of Human Resources.

Scope

This policy affects the following groups of the University:

- Hiring/Supervising Managers
- Full-Time Staff
- Part-Time Staff
- Full-Time Faculty
- Part-Time Faculty

This policy affects all staff members, as well as faculty members who supervise full- and part-time staff.

Policy

Staff performance appraisals are conducted annually by DePaul staff and faculty who supervise part-time and full-time employees.

The performance management process is designed to improve performance and engage employees through:

- Setting goals, clarifying job responsibilities and evaluating core behaviors;
- Connecting employee's individual contributions to the overall goals of the University, department or unit;
- Motivating employees through recognition and support;

- Developing employees professionally;
- Promoting an open dialogue between employees and managers;
- Addressing performance and/or behavior issues and concerns in a timely manner.

Managing Performance

When a candidate is hired or an employee is transferred, promoted or given new duties, the manager and employee review the job responsibilities, set individual goals and review University departmental policies for mutual understanding of content and practice.

Managers and employees set performance goals annually and meet regularly to monitor and review an employee's performance throughout the year. Regular feedback delivered verbally and in written form prepares the manager and employee to discuss and address performance issues as soon as they arise.

Goals for the upcoming performance cycle should be discussed by the manager and employee at the beginning of annual performance period. Performance goals should align with the team, department and university goals. Once the goals are established the employee opens the online review form for the next cycle and inputs up to 5 goals. Upon completion of the goal setting process, the manager reviews and approves goals.

Goals may be modified at any point during the performance cycle with the manager's approval.

Appraising Performance

Performance appraisals for every full and part time staff employee are required annually on a schedule announced by the Office of Human Resources.

Introductory Period

Performance appraisals are required prior to the completion of the introductory period. (See [Introductory Period Policy](#)). If the performance appraisal is not completed prior to the end of the introductory period, the employee will be considered in good standing as of the introductory period end date.

Review of Performance Ratings

Managers and appropriate second level reviewers must discuss upon employee annual performance ratings before the rating is assigned.

In cases of an overall rating of "below expectations" or "unsatisfactory" performance, the manager is required to work with an Employee Relations and Engagement representative to determine if a Performance Improvement Plan (PIP) will be implemented. A second level reviewer approval is required before a "below expectations" or "unsatisfactory" rating is issued.

Procedures

The DePaul University Staff Performance Appraisal Form is available online via [myHR](#). Instructions, job aids and training materials will be available to guide managers and employees through the process.

Goal Setting

Employee goals are established at the beginning of the annual performance period or at the beginning of the six month intro period.

Introductory Period Performance Appraisals

During the on-boarding process, the manager and employee discuss individual goals, job responsibilities and core behaviors. The employee enters their performance goals into the form via [myHR](#). The manager approves the goals.

At the end of the six-month introductory period, the performance appraisal is conducted in accordance with the annual performance appraisal procedures that follow.

Annual Performance Appraisals

1. Employees and managers receive notification of annual performance appraisal dates.
2. Employees and managers schedule individual review meetings within designated annual performance appraisal period. In order to ensure that both parties have adequate time to review and complete the performance appraisal, it is recommended that managers schedule individual review meetings 4 weeks in advance.
3. Employee opens Performance Appraisal online form from [myHR](#) and completes all sections of the self-appraisal. Manager receives an email notification when the employee self-appraisal is complete.
4. Manager reviews employee self-appraisal and completes the manager's rating and comment sections. Manager discusses rating with second level approver. The manager determines the employee's overall annual performance rating. Employee receives an email communication when the manager completes the evaluation.
5. Manager and employee meet to discuss the employee's results on goals, performance of job responsibilities, demonstration of core behaviors and employee's future development. Manager shares final performance rating and comments.
6. After the performance review discussion is completed and any agreed upon modifications of the review made, the employee acknowledges that his or her performance for the period has been discussed and the rating explained.

7. The employee electronically submits the acknowledged review. The review and rating is stored in the employee's electronic record.

8. An employee may choose to provide written comments regarding his or her performance rating to Employee Relations & Engagement in the Office of Human Resources within two weeks of the performance review conversation. Employees seeking to submit comments should contact the Office of Employee Relations & Engagement for this procedure.

9. During the appraisal, the manager and employee may discuss new performance goals for the next appraisal cycle. When goals for the next performance cycle are finalized; the employee enters them into the online form following the procedures noted.

Divisional Collaborations

None.

Contact Information

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Appendices

[Introductory Period Policy](#)

[Records Management Policy](#)

[Records Retention Schedule](#)

History/Revisions

Origination Date: 12/09/1996

Last Amended Date: 01/03/2019

Next Review Date: N/A