



# ST PHILOMENA COLLEGE

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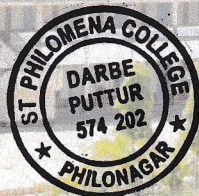
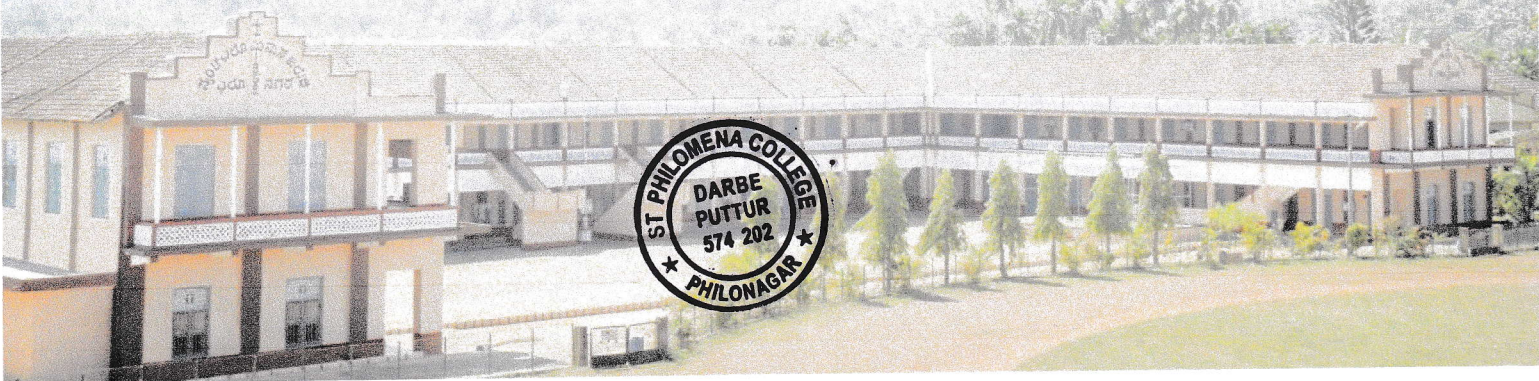
**MAI DE DEUS EDUCATIONAL INSTITUTIONS**

Managed by the Catholic Board of Education, Mangalore

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## POLICY DOCUMENT ON INSTITUTIONS PERFORMANCE APPRAISALS OF STAFF



## 1. Introduction:

Performance Appraisal, also known as employee appraisal, performance evaluation, performance assessment or performance tracking is a very commonly used term in Human Resource Management and in most business entities. It is a management tool that is helpful in motivating and effectively utilizing human resources. In other words, Performance appraisal is a process of obtaining, analyzing, and recording employee information in his work environment and reporting the results to those who are interested in it. This process provides a system for assessing employees at their work for their further development.

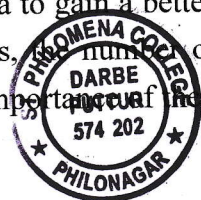
- The performance appraisal system must adhere to the following points:
- It must be correlated with the organization's mission, philosophies and the value system
- Should cover assessment of performance as well as the potential for development of the employees. And take care of organizational as well as individual needs/goals
- Helps in creating a clean environment by
  - Linking rewards with achievements,
  - Generating information for the growth of the employee as well as of the organization Suggest appropriate person-task matching and career plans.

Feedback is an important component of performance appraisal. While positive feedback is easily accepted, negative feedback often meets with resistance unless it is objective, based on a credible source, and given in a skilful manner.

## 2. Importance of Performance appraisal in an Institution

A nation not only relies on natural resources but it depends on people, management, and government. Education plays a basic role in the future of nations. Higher education has a vital role in developing human resources in the economic development and growth of countries. Higher education systems, now, are under great pressure to improve the quality of the education they offer but also to educate increasing numbers of students.

Hence, it is important for an institution to improve institutions effectiveness and efficiency. Institutions attempt to improve accountability while dealing with the more difficult and complex issue of how to improve institutions' effectiveness. Many organizations have identified benchmarking as being of strategic importance in the drive for better performance and commitment to gain competitive merit. Without a general understanding of past events, there will be no permanent change and improvement. Therefore, without the performance evaluation based on key factors, there will be no permanent improvement in the enhancement of the quality of the institution. Rich measurement information will have a positive and desirable effect on the quality of management decisions. Thus, in or data to gain a better future, strategic planning is essential. On the other hand, over the past decades, the number of universities has increased; therefore international competition highlights the importance of the improved performance of strategies. In



this regard, performance assessment helps the institution to plan future strategies and set up performance appraisal of employees to achieve the final target of the entire organization

### 3. Performance Appraisal Policy

This policy applies to all faculty and staff of St Philomena College. The performance appraisal provides opportunity for supervisors to develop, encourage, and recognize positive performance and work place behaviors, and to proactively identify and apply appropriate corrective measures to address any concerns impacting the employee's ability to meet the established performance expectations. All employees and faculty will receive an annual written Performance Appraisal. Principal will be responsible for initiating, managing, conducting and completing the Performance Appraisal process. If an employee has been at St Philomena Coll for less than six months at the time of appraisals, it is not necessary to provide a written Performance Appraisal, however it is expected that they will receive regular feedback on their performance until the next appraisal cycle.

### 4. Purpose:

- To align annual individual goals with concerned department and university goals
- Provide feedback on progress against the goals
- Documenting the professional growth and development needs and achievements of employees
- Encourage and improve open communication between supervisors and their staff
- Promote the improvement of individual performance
- Encourage and foster continued professional development
- Inform necessary updates to Job Description Questionnaires
- Collect data to support analysis and decisions in staffing, compensation and training.
- To inform annual merit increments.

### 5. Process of Performance Appraisal & Feedback:

Annual Appraisals:

- Each department will follow either a calendar or academic/fiscal year cycle and determine their internal timelines based on guidelines. The appropriate timeline should be shared with the staff prior to the start of the evaluation process.
- All staff and employees must receive an annual written Performance Appraisal. Principal may determine the timing of the annual performance cycle based on the needs and work cycles of their respective department. The two common timelines are as follows:
  - ✓ Semester cycle
  - Goal setting generally completed in the first quarter
  - Performance appraisals completed, reviewed and finalized (all signatures obtained)
  - ✓ Calendar year cycle



- Goal setting generally completed in the first quarter of Performance appraisals completed, reviewed and finalized (all signatures obtained)

The website will set up links to a variety of appraisal forms/templates that may be utilized. The templates may be edited to create a customized set of appraisal forms to evaluate performance and communicate in styles and formats that best fit the types of positions held by the individuals in the department.

## 6. Important points for Employee Self Appraisal :

- All employees both teaching and non teaching are encouraged to submit a self-appraisal.
  - This document is expected to include a summary of contributions, assessment of progress towards established goals, and areas of improvement and/or development.
  - The self-appraisal document must be considered by the principal when completing the formal appraisal.
  - Submitted self-appraisals must be attached to the Performance Appraisal that is sent to the second-level supervisor and Human Resources.
  - Exceptions to preparation of a self-appraisal may be made with agreement among the employee, manager and the second level supervisor.
- Numerical ratings should be supported by principal's comments.
- It is mandatory for the supervisors to meet with each employee to review and discuss their performance; the written appraisal can be given to the employee before, during, or after this meeting. Upon receipt of the written appraisal, the employee will be allowed at least two business days to review it before responding to or signing the appraisal.
- The employee will have the opportunity to include a response to the appraisal that will become part of the official documentation. Performance Appraisals are expected to include a plan of work, also known as goals and objectives, and/or written expectations.
- Principal and their employees must work together to develop the plans of work, goals and objectives, and expectations that align with institutions and departmental goals. Timing of developing these plans should coincide with the determination of institutions /department goals for that upcoming year.
- These plans, goals, and/or expectations must be included as expectations to be assessed on the next evaluation.

## 7. Conclusion

Staff development is a key focus area for the institution. This plan is designed to identify areas of growth for employees, either in their current position or in preparation for the future roles. Areas of focus typically relate to knowledge or skills. Like the performance management cycle, the individual development cycle should be a process that begins with identifying the areas where the employee would like to develop; followed by regular feedback throughout the year; with an update on progress at the end of the year. Kindly note, the individual development plan should not be included to address performance issues in an employee's



current role. If an employee is not meeting the current job expectations, the performance improvement process should be initiated. Remember that development may be addressed in a number of ways, including Training (classroom, webinar, seminar, university courses, etc.), observation of a skill (job shadowing), placement on a project team, on-the-job experience (broadening within a current role), independent reading etc.

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*Effective From 01-07-2016*



**PRINCIPAL**

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