



To: Exempt Staff in the Provost's Division
From: Margaret N. Freije
Provost and Dean of the College
Re: Annual Performance Reviews
Date: December 15, 2017

I am writing today to remind you of the process for annual performance reviews and to advise you of the deadlines. We have moved the deadlines this year in the hopes of completing the process before the spring semester gets too far along.

1. **Self-Assessment (due to your immediate supervisor by Monday, January 15, 2018)**

The performance review process begins with a self-assessment. Please prepare for your supervisor a simple narrative of your achievements during the period under review. (The "period under review" is defined as the 2017 calendar year. Please evaluate your achievements from January 1, 2017 – December 31, 2017.) The purpose of the self-evaluation is to help us understand how you have fulfilled the responsibilities associated with your position and, in so doing, served your department or office and the College as a whole.

Please limit your comments to no more than two single-spaced pages and focus on the following:

- List the goals you and your supervisor established in your last review.
- List your *most significant* accomplishments or contributions in the last year. How do these align with the goals established in your last review?
- Discuss any new initiatives that you launched or participated in.
- Describe your plans for continuing work on the goals established in your last review.
- Describe areas you feel require improvement in terms of your professional competencies or where you would benefit from professional development.

2. **Meeting with your supervisor (should be completed by Monday, January 29, 2018)**

Your supervisor will meet with you after she or he has reviewed your self-assessment. You and your supervisor will be able to use that face-to-face meeting to discuss your performance over the past calendar year, your plans to meet goals previously established for the remainder of the current academic year (January through June 2018), and set goals for the following academic year (July 2018 through June 2019).

3. **Goals**

In this meeting, you and your supervisor will develop three to five goals that you agree should provide a focus for your work for the next academic year. You are being evaluated over the calendar year for salary purposes, but in most cases it is more natural to think about your goals in terms of the academic year. In next year's meeting you should be able to update your accomplishments on this year's goals and discuss your progress toward next academic year's goals. Please consider the following when setting your goals:

- a. Set goals that will focus your attention on the key areas of your responsibilities, and will align with department and College priorities.

- b. Limit the number of goals you set so that you can focus on relatively few items; between three and five is generally best.
- c. Make your goals aspirational (you don't want to be able to achieve them without any effort in the first few weeks of the year) but also make them realistic (otherwise you set yourself up to fail regardless of how hard you try).
- d. At least one of your goals should be directly focused on contributing to the department and College's commitments to diversity and the larger mission of the college.
- e. If possible, describe your goals in concrete terms so that you and your supervisor can be sure whether they were met and to what degree. You might consider this guide to setting S.M.A.R.T goals as a resource (<https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>)

4. **Supervisor's Report and Signature (should be completed by Monday, February 5, 2018)**

Following the meeting, your supervisor will prepare a written document that includes his or her evaluation and the agreed upon goals. You will sign a copy of the supervisor's report to indicate that you have discussed the evaluation and goals with your supervisor. The supervisor will send a copy of the signed report, along with a merit recommendation (very high, high, or merit) to me at provostreview@holycross.edu. I will use this evaluation and merit recommendation to make a salary recommendation for 2018-2019.

Thank you for the attention that I know you will give to this task and for the work you do for our College.

cc: David Achenbach, Director of Human Resources
Helene Tingle Uysal, Director of Academic Budget and Operations