

Frequently Asked Questions: Annual Performance Evaluation March 2017

1. Will I receive an appraisal form for seasonal/intermittent staff?

No. The Performance Development process is required only for staff in regular and fixed term positions. You may request a form for seasonal/intermittent staff from your HR Consultant, but one will not otherwise be delivered as part of the standard process in Workday.

2. Are there other staff for whom I won't receive an appraisal form in Workday?

Yes. Certain staff members, such as many deans and center or department directors, whose *primary* positions are in the faculty job family will not be included in the staff performance development process. Their positions will be part of the review process for faculty. (See question #5 for staff with a faculty appointment as an *additional job*.) Members of the senior administration may also participate in a separate review process, as do staff subject to a collective bargaining agreement.

3. My staff member is finishing up the probation period, and I received both a probation period review form and an annual appraisal form. Which should I use?

It is possible to use the probationary review form, but a best practice is to complete an annual appraisal form, especially if you anticipate recommending a merit increase for the staff member. While you will likely pro-rate any increase to reflect the staff member's limited time in the department, the increase will still correlate to their performance level.

4. Am I able to evaluate a probationary or new employee with an overall rating of *exceptional*?

No. Generally, it takes at least one full annual cycle of work for an employee to contribute at an overall exceptional level. While some new staff members begin to make an immediate impact in the department, there has not been adequate time for the new staff member to learn all that is expected *and* to surpass all expectations for performance *or* to fully display performance that is exceptional on all measures. Thus, managers should not consider performance to be exceptional for staff members with less than one year of service in their position.

5. My staff member has a part-time position at Brown in addition to a job in my department. Who will receive the annual performance appraisal in Workday?

For staff with more than one position, a performance appraisal form will appear in *each* manager's Workday inbox. The manager of the second, generally part-time, position ***should not*** complete the annual appraisal using the Workday task. Instead, that manager may provide feedback about performance directly to the primary position's manager.

6. A staff member reports to me in Workday but performs work for other supervisors. How do I incorporate the feedback from multiple supervisors (or others) into my appraisal?

Performance appraisals should be completed by the manager of record in Workday, in most cases. It is possible to *delegate* an appraisal, but delegation to non-managers requires assistance from University Human Resources.

Feedback from others can be incorporated by cutting and pasting from appraisal information sent as email or other document formats. Imported comments can be marked using the rich text functionality in the comment boxes on the appraisal form. For example, input from the department chair could be marked in one color, from other faculty in a different color, and from the Workday manager in a third color. In addition, separate documents can be linked to a single appraisal form using hyperlinks. For staff members who transferred into your department during the appraisal year, feedback from their prior manager should be collected this way, to be certain that an annual appraisal reflects the staff member's full year of work.

The Workday Manager, or anyone to whom the form is delegated, will be responsible for determining the single performance rating that best reflects the overall feedback provided.

7. My own manager wants to review the appraisal I am preparing for the staff member I supervise. How and when in the process can I share a draft?

You may share draft appraisals in PDF format while appraisals are in your Workday inbox, before you click the *Submit* button to route the appraisal to your Performance Partner or the *Approve* button to route the review to your staff member. Use the printer icon to generate a PDF version to share via email or hard copy. Your manager and you should determine when the draft appraisal should be shared with the staff member for input. Second level managers are not part of the performance review process and, therefore, do not review or approve performance appraisals in the system as part of the Workday business process workflow.

8. I would like to use the Narrative Annual Appraisal. Where is that form in Workday?

The Narrative Form cannot be directly obtained from the system; contact your HR Consultant to request it. Your HR Consultant will have the Competency-based Form removed from your inbox and replaced with the Narrative Form.

9. After our conversation about performance, my staff member and I have agreed to make changes to my draft. How can we do that?

After your Performance Partner approves your draft appraisal and routes the form back to you in Workday, no revisions can be made to the drafted review. Instead, there is acknowledgement and comment functionality that may be used to document any agreed upon changes. For example, you and your staff member may agree to include work accomplishments that were not mentioned in your original draft. The employee may acknowledge the form, including a comment that adds the

accomplishment directly, or indicate the two of you have agreed to a change. When an employee adds any acknowledgement comment, the appraisal form will return to you. You may add the revision, agree to the employee's comment, or acknowledge the comment with no response. Acknowledgement of an employee's comment without a comment from the manager might be appropriate, for example, if the staff member comments with a simple thank you or with a statement of disagreement with their manager's assessment.

10. What happens if a staff member transfers to another supervisory organization before I have completed the annual appraisal form?

It is possible to reassign an appraisal form to the new manager using the *Reassign* function. Be certain to provide feedback to the new manager about the staff member's performance on your team to ensure the appraisal will cover a full year of performance.

11. Can I attach documents to an annual appraisal?

This functionality does not currently exist. You may use the hyperlink option in each comment box to include a link to a Google doc or other webpage. This functionality may be useful for including a staff member's self-appraisal, or feedback from others as a supplement to your evaluation.

12. Who is the Performance Partner for my department?

Performance Partners are listed on the Roles tab displayed when you click into the Organization name on the Job Details in your profile.

13. If I am unable to complete an appraisal before the deadline, will it disappear from my Workday inbox?

Annual appraisal forms will remain in your Workday inbox until you complete the review process. If you will not be able to complete your appraisal by the May 8, 2017 deadline, please notify your HR Consultant of the date your review will be completed.

14. When and where can my staff member view performance appraisals in Workday?

Staff members will first see their own reviews in Workday when you route the form to them by clicking the *Approve* button after the form is returned from your Performance Partner. After the staff member acknowledges the appraisal with or without comments and the review is finalized, you both will be able to view the form in Workday at any time. You may also view and print a copy of an in-process form while the form is in your inbox.

15. How do I document goals for the coming year? Can those goals change during the year?

You may search for the *Professional Development and Goal Planning* document in Workday after May 8, 2017. You may add or edit goals at any time during the year. Goals documented in Workday

can be included in next year's annual appraisal by checking the Use Existing Goals box on the Goals section of the Annual Performance Evaluation - Competency-based Form.

16. How does the performance appraisal relate to the salary increase/merit process?

Brown's salary increase process is merit-based, so performance ratings will inform merit increases. More information about the merit process and a timeline for merit increases are available from Compensation Services in University Human Resources.