

PERFORMANCE REVIEWS

Performance Expectations

The College is committed to enhancing job satisfaction by creating a cooperative and productive work environment for all employees. In turn, all Haverford employees must meet certain performance expectations. Faculty undergo performance reviews through the Provost's Office. Staff evaluations are typically conducted after the 90 day Introductory Period and annually each spring.

Staff Evaluations

Haverford College strongly supports the process of giving annual evaluations to all of its employees. Staff are evaluated on various expectations, including but not limited to timely and regular attendance, dependable application of time while at work, and satisfactory completion of all duties as outlined in the job description. The evaluations provide for recognition of past accomplishments, setting of future goals, and increased professional effectiveness through constructive critiques. Supervisors are responsible for reviewing the job description details with the employee annually, and are also responsible for helping employees maintain high levels of performance and meet these expectations.

The following guidelines provide a structure within which such evaluations generally should be conducted:

If job performance during the Introductory Period is unsatisfactory, the supervisor will give either oral or written notice of the deficiency and explain how performance needs to improve in order to continue employment. Supervisors may also elect to extend the introductory period to provide additional training, or for additional time to evaluate whether the staff person will be able to meet job expectations.

A staff member may be terminated without further notice during the introductory period if they fail to meet performance expectations. During the introductory period an employee does not have access to the standard grievance procedure to appeal a disciplinary action or termination but may access the discrimination grievance procedure. Reference the 90-Day Introductory Period for details.

Annual Reviews

Staff will typically participate in an annual performance review. The structure of the review may vary by department, but two key elements must be part of the process:

1. a face-to face meeting between the supervisor and the employee and
2. a permanent record written by the supervisor, reviewed by the employee, and kept on file in the Office of Human Resources.

This process should typically be completed by June 15 each year.

A recommended pattern for an annual review begins with a written self-evaluation that assesses accomplishments for the past year and states the employee's goals for the coming year. During a meeting between the employee and supervisor in which this self-evaluation is discussed, the supervisor shares a written summary evaluation with the employee. On the basis of the meeting, the supervisor may update the written summary evaluation, and the employee will then acknowledge that they have read the supervisor's evaluation by signing it. The self-evaluation and the supervisor's evaluation will be reviewed and kept on file in the Office of Human Resources.

Supervisors may also conduct interim evaluations as they deem appropriate. Employees are also welcome to ask their supervisors to have an interim evaluation to help them determine their performance goals.

Staff members who receive less than satisfactory performance evaluations may be given specific performance objectives and time periods within which to meet those objectives. These performance objectives are key elements of a formalized "Performance Improvement Plan." An employee's failure to meet the terms of this Plan within the time period(s) specified may lead to termination of employment.

Annual Salary Review

A salary review of full-time and part-time staff employees for the upcoming fiscal year is completed annually. In situations where a staff position is being eliminated due to financial or other reasons, the College will attempt to give reasonable notice to the affected employee. If performance problems have been identified by a supervisor, the College reserves the right to perform a mid-year evaluation that may lead to termination.

Professional Development

The College encourages voluntary attendance at meetings of professional societies, workshops, and webinars for job enhancement and professional development purposes to the extent that resources permit. Staff members should review the requested time and resource requirements for participation with their supervisor in advance. With the appropriate supervisor's approval, the College

provides reimbursement to all employees for travel and appropriate related expenses for such meetings. Details of the College's travel reimbursement policy are available at www.haverford.edu/sites/default/files/Office/Business/Travel-Policy-2017.pdf.

On occasion professional development activities may occupy a period of several weeks or more (e.g., working on a published article, attendance at a lengthy workshop or training program). These activities may be made part of a staff employee's regularly compensated duties upon recommendation by the appropriate senior administrator. Such arrangements will only be made in cases where there is no need to replace the employee or hire additional staff to carry out their regularly assigned duties.