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MEMORANDUM

DATE: February 2, 2017
TO: CALS personnel supervisors
FROM: Shane C. Burgess 
SUBJECT: **Appointed Personnel and Staff Performance Appraisals**

Our people are our most important assets. Clear goals with timelines, regular feedback along with regular coaching, and investment in personnel development are the highest leverage investments we can make. Data shows that excellent performance feedback is crucial to employee engagement and high performing organizations.*

I have learned that annual performance appraisals are not being completed consistently throughout CALS for Appointed Professionals and Classified Staff. In some cases, some of our employees have never received a formal appraisal. Others have received them only sporadically over many years of working in CALS.

Not only are the consequences reduced employee engagement, lower morale, and an environment perceived as undervaluing our most important asset, but annual appraisals **are required for all benefits-eligible employees under the [University Handbook for Appointed Personnel \(Faculty and Appointed Professionals\)](#) and the [Classified Staff Human Resources Policy Manual](#)**. All unit leaders must, and ensure the supervisors in their units also, implement effective annual appraisals.

Supervisors and employees complain that appraisals and performance coaching are laborious, ineffective and a waste of time. I agree completely with the many academic studies showing that poor review systems can be all of these things, and they can result in worse outcomes than doing nothing at all. However, data shows that the opposite is true in high performing organizations with effective, meaningful performance appraisals. I'd like us to be the second. This requires effort and commitment on our part.

One of the reasons we have Heather Roberts-Wrenn on our team is to make sure we can continually move to best practices. Heather has coordinated workshops through Human

Resources designed to help you improve appraisals. Watch future CALS Weekly Bulletins for the dates, times and locations of the upcoming “Career Conversations, Effective Feedback & Worthwhile 1:1s” workshops. They will be held beginning the week of February 20. Please take advantage of these.

Additionally, to better ensure that all employees are receiving an annual performance appraisal, all unit leaders must track and ensure that all of their benefits-eligible employees receive effective appraisals.

Additional Resources:

*[Gallup: Driving Engagement by Focusing on Strengths](#), [OPM: Feedback is Critical to Improving Performance](#), [Full Circle Feedback: The Power of Feedback](#)