

Performance Appraisal (Administrative/Support and Service Employees)

Performance appraisal provides employees with recognition for their work efforts and indicates to an employee that the organization is genuinely interested in their individual performance and development. Performance appraisal offers an excellent opportunity to recognize and agree upon individual training and development needs. Performance appraisal can make the need for training more pressing and relevant by linking it clearly to performance outcomes and future career aspirations. Performance appraisal provides a regular and efficient training needs audit for Bethlehem University. By linking individual employee work efforts with the organization's mission and objectives, the employee and the organization understand how that job contributes to the organization.

Guiding Principles

- i. Through regular check-in discussions, which include mentoring, coaching, and feedback, it promotes flexibility, allowing the immediate supervisor and the employee to identify problems early and change the course of a project or work assignment.
- ii. By emphasizing that an annual review should simply be a summary of the conversations held between the immediate supervisor and the employee during the entire cycle, it shifts the focus away from performance as an "annual event" to performance as an on-going process.

Managing Employee Performance – The Cycle

Overseeing performance and providing feedback is not an isolated event, focused on an annual performance review. It is an ongoing process that takes place throughout the year. The Performance Management process is a cycle, with discussions varying year-to-year based on changing objectives. The cycle includes Planning (Phase 1), Checking-In (Phase 2), and Review (Phase 3).

Phase I

Beginning of Year Meeting: To be held during the second week of September to prepare for the Performance Review Cycle. To begin the planning process, the immediate supervisor and the employee review overall expectations, which include collaborating on the development of performance objectives.

The immediate supervisor meets with the staff member/s to:

- i- Explain the purpose and procedure of the performance appraisal.
- ii- Modify the Job Description in line with the Palestinian Labor Law, if necessary, and have it signed by the supervisor and staff member and submit it to the Office of Human Resources to keep in employee's file. Ensure that the job description accurately describes the employee's job duties.
- iii- Set job goals/objectives for the current year. Fill out Form A on Annual Formative Goals.
- iv- Set professional development plan/objectives for the staff member for the current year, if any. Fill out Form B on Development and Training Plan.
- v- Inform the staff member that a log of events, challenges, and achievements will be kept throughout the current year. This performance log should include information indicating tasks or projects performed particularly well and also examples demonstrating performance deficiencies.

NB. The immediate supervisor should also encourage the employee to keep a record of his/her own achievements and professional activities. During the performance period, the immediate supervisor observes employee performance and communicates on a continuous basis through informal evaluation.

Phase II

Mid-Year Meeting: To be conducted in February to assess actual progress.

The immediate supervisor meets with staff member/s to:

- i- Check on the employee's understanding of the purpose of his/her performance appraisal.

- ii- Monitor progress toward job goals/objectives.
- iii- Review actual progress of development plan, if any.
- iv- Discuss things that the employee could do better.

However, it helps to have check-in meetings throughout the year. This provides a framework to ensure employees achieve results through coaching and mutual feedback.

Phase III

End of Year Meeting to be conducted in mid-June to prepare for the final appraisal meeting/interview.

The immediate supervisor:

- i- Asks the staff member to fill out the Self-Assessment Form (Form C), and return to the immediate supervisor within two working days.
- ii- Reviews the Self-Assessment Form and fills out the End of Year Performance Appraisal Form (Form D) for the staff member/s considering the employee's own appraisal.
- iii- Gives the Performance Appraisal Form D to the staff member to review and then return to immediate supervisor within two working days.
- iv- Conducts a performance appraisal meeting/interview with individual staff members to discuss the performance appraisal of last year with relevance to the plan of the beginning of the new year. Both immediate supervisor and staff member agree on and sign the End of Year Performance Appraisal Form (D). At this stage, the immediate supervisor may modify the Performance Appraisal Form (D) taking into consideration the employee's own appraisal and their discussion during the meeting. Both the supervisor and the employee agree on the final performance appraisal and sign Form D.
- v- Gives a copy of Forms A, B, C and D to the staff member, and keeps one in the department's file.
- vi- Submits original Forms C and D to the Office of Human Resources and Administrative Affairs. Submitting forms A and B is optional.

Performance Appraisal Forms

- Form A Annual Formative Goals
- Form B Development and Training Plan
- Form C Employee Self-Appraisal
- Form D End-of-Year Performance Appraisal (Supervisor's Form)

Performance forms are found on the website of the Office of Human Resources and Administrative Affairs, and they should be filled out electronically, printed out and signed by both the Supervisor and the Employee. No form will be accepted handwritten. Original copies and not photocopies should also be submitted to the Office of Human Resources on the last working day in June.

PLEASE NOTE: It would be exceptional for an employee to receive a rating of 4 (Exceeds expectations). Both the employee and the supervisor would need to validate this assessment with supporting remarks on the appraisal form.

If a staff member receives ratings of 2 (some improvement needed) or less for two consecutive years in more than three of the Performance Appraisal Factors, s/he will receive a warning in accordance with certified penalty list. If the Appraisal of the immediate Supervisor does not show an improvement in performance, the employee will receive a second warning, after which employment will be terminated in line with PLL Paragraph 40, Article 5.