Performance Appraisals

UC supervisors are expected to implement sound performance management practices. The performance appraisal is one part of your overall, year-round, performance management process. Appraisals should summarize performance throughout the appraisal period and set goals and expectations for the next performance appraisal.

Performance appraisals are required for all employees either by policy (PPSM-23 Section III.B.) or labor contract.

BEST PRACTICES FOR PERFORMANCE APPRAISALS

**Appraisal writing:** Write your narrative first. For content, use employees’ self-appraisals, prior communications about performance (“no surprises” — see sidebar), and notes or other records of the employee’s performance throughout the appraisal period. Connect your analysis of performance to the University’s mission.

**Appraisal ratings:** After the narrative is completed, carefully compare it to the standards and performance appraisal ratings. Your narrative about the employee’s performance drives the appraisal, not the other way around.

**Annual appraisal meeting:** There should be ongoing dialog between the supervisor and the employee in which performance expectations, problem-solving, decision-making, and judgement are discussed. The annual appraisal meeting is intended to summarize and highlight these discussions for the relevant appraisal period.

SAMPLE MANAGEMENT TIMELINE

(non-represented, May 1-April 30 appraisal cycle)

- **Early-Mid April:** Email employees requesting their self-appraisals (due date – first week May)
- **May:** Write appraisals
- **Late May-Early June:** Set appraisal review meetings with employees, meet with employees, have employees sign appraisals
- **Second Friday of June:** DEADLINE – Last day to obtain signed appraisal from employee and submit to your Department’s HR Contact (for filing in the employee’s personnel file)

Questions? Contact us: employeerelations@ucsd.edu

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**Plan for “No Surprises”**

Performance appraisals should:
- Reflect the actual performance
- Connect performance to expectations
- Recognize success & provide feedback
- Set future goals & expectations

To avoid surprises during the appraisal, supervisors should:
- Clarify expectations
- Communicate regularly
- Document Successes, Progress, & Challenges
- Coach as needed

**Training Opportunities**

The Performance Management Learning Road Map provides numerous opportunities in a variety of formats to improve your related skills.

[http://blink.ucsd.edu/go/perfmgtcert](http://blink.ucsd.edu/go/perfmgtcert)

**Resources on Blink**

- How to Conduct a Performance Appraisal
- Observation and Feedback About Employee Performance
- Performance Standards
- Guide to Performance Management

[http://blink.ucsd.edu/go/appraisal](http://blink.ucsd.edu/go/appraisal)