Performance Appraisal
For Non-Instructional Employees
User Guide

For the 2009 Performance Appraisal Period
(January 1, 2009 to December 31, 2009)

Version: 2.0
Release: December 4, 2009

Seminole State College of Florida
Human Resources Development and Employee Relations
TABLE OF CONTENTS

QUICK START ................................................................................................................................................. 3

LOG INTO THE APPRAISAL SYSTEM ................................................................................................................ 3
SELECT AN APPRAISAL TYPE .......................................................................................................................... 3
SELECT THE APPRAISAL PERIOD .................................................................................................................... 3
CREATE AN APPRAISAL ...................................................................................................................................... 3
SAVE AN APPRAISAL .......................................................................................................................................... 3
EDIT AN APPRAISAL .......................................................................................................................................... 4
CONDUCT AN APPRAISAL MEETING .................................................................................................................. 4
SUBMIT AN APPRAISAL ...................................................................................................................................... 4

HOW TO ............................................................................................................................................................. 5

LOG INTO THE APPRAISAL SYSTEM ................................................................................................................ 5
SAVE AN APPRAISAL .......................................................................................................................................... 5
EDIT AN APPRAISAL .......................................................................................................................................... 5
PRINT AN APPRAISAL ...................................................................................................................................... 5
DELETE AN APPRAISAL ..................................................................................................................................... 5
NAVIGATE THE APPRAISAL ............................................................................................................................... 5
COMPLETE STEP 1 – PROVIDE APPRAISAL INFORMATION .............................................................................. 6
COMPLETE STEPS 2 TO 10 – SECTION 1: COMPETENCIES ............................................................................ 7
COMPLETE STEP 11 – SECTION 2: JOB DUTIES/ESSENTIAL FUNCTIONS ..................................................... 8
COMPLETE STEP 12 – SECTION 3: PERFORMANCE OBJECTIVES/GOALS ................................................... 8
VIEW STEP 13 – OVERALL SCORE .................................................................................................................... 9
COMPLETE STEP 14 – SECTION 4: PLANNING FOR NEXT APPRAISAL PERIOD-DUTIES .............................. 9
COMPLETE STEP 15 – SECTION 4: PLANNING FOR NEXT APPRAISAL PERIOD-OBJECTIVES ..................... 9
COMPLETE STEP 16 – SECTION 4: PLANNING FOR NEXT APPRAISAL PERIOD-PERSONAL DEVELOPMENT 10
COMPLETE STEP 17 – COMMENTS AND ACCEPTANCE .................................................................................. 10
CONDUCT AN APPRAISAL MEETING .............................................................................................................. 11
SUBMIT AN APPRAISAL .................................................................................................................................... 11
SUBMIT AN APPRAISAL TO THE NEXT LEVEL SUPERVISOR ........................................................................ 11

FREQUENTLY ASKED QUESTIONS ..................................................................................................................... 12

WHO USES THIS APPRAISAL SYSTEM? ........................................................................................................ 12
WHAT IS A SELF-APPRAISAL? .......................................................................................................................... 12
WHAT IS AN EMPLOYEE APPRAISAL? ............................................................................................................... 12
HOW DO I GET HELP? ....................................................................................................................................... 12
CAN I DO THIS FROM HOME? ........................................................................................................................ 12
HOW CAN I CUT & PASTE ACROSS APPRAISALS? ......................................................................................... 12
WHAT IS THE CHANGE LOG? ........................................................................................................................... 13
WHAT IS THE SELF-APPRAISAL PROCESS FLOW? .......................................................................................... 13
WHAT IS THE EMPLOYEE APPRAISAL PROCESS FLOW? .............................................................................. 13
I RECEIVED AN ERROR MESSAGE WHEN SUBMITTING, WHAT DO I DO? .............................................. 14
MY APPRAISAL ROUTED TO THE WRONG PERSON, WHAT DO I DO? .......................................................... 14
WHAT IS THE RATING SCALE? .......................................................................................................................... 14
Quick Start

Log Into the Appraisal System
Using your “MySCC” User name and Password, log into the TIM system. If you experience problems logging in, call the Help Desk at X2000.

On the TIM Home page, under Human Resources, select Appraisals.
Click on the button New Appraisal, you are now ready to select an appraisal type.

Select an Appraisal Type
After logging into the appraisal system and clicking on the New Appraisal button, you are now ready to select an appraisal type.
For all employees, use the pull down menu:
Select Self Appraisal to create an appraisal of your own performance.

For supervisors, use the pull down menu:
Select Employee Appraisal to create an annual appraisal for a staff member.
Select Probationary Employee Appraisal to create an appraisal for a staff member’s first 90 days of employment.
Select Interim Appraisal to create an appraisal for a staff member that is not an annual or probationary appraisal.

Select the Appraisal Period
The appraisal period is the time frame in which you are evaluating. For example, if the evaluation period is from January 2009 to December 2009, select 2009 as the Appraisal Period.
Click Next to continue to Section 1 of the appraisal.

Create an Appraisal
After selecting an appraisal type and appraisal period, and clicking on Next, you are now ready to create the appraisal by selecting ratings 1 to 4 (where 1 is the lowest rating and 4 is the highest rating) and entering text in comment boxes. The appraisal system requires you to select ratings and enter comments to support those ratings. Ratings and comments are required.

After entering ratings and comments, click the Save button, to save your work so far.
To navigate through the appraisal, select Next to move forward one page or Back to move backward one page. You can also navigate by clicking on the step numbers at the top of the page.

Save an Appraisal
Each step of the appraisal includes a Save button near the button of the page. It is recommended that you save your work often. You can save your work, exit the TIM system (by selecting Logout in the lower left corner), and return at a later time to complete the appraisal.
Edit an Appraisal
You can open and edit an appraisal as many times as you desire before submitting it.

On the TIM Home page, under Human Resources, selected Appraisals.
On the Show List page, you will see an edit “magnifying glass” icon to the right of the appraisal that you want to edit. Click on this icon to open and edit the appraisal. You can also click on the person’s name (underlined name) to open and edit the appraisal. Make sure to click on Save to save your changes before exiting.

Conduct an Appraisal Meeting
The online appraisal system does not replace the face-to-face performance appraisal meeting between the supervisor and employee. It is recommended that the supervisor make a draft of the employee appraisal available to the employee at least one day prior to the face-to-face meeting. This can be done by submitting the appraisal to the employee online or by providing a printed “hard copy” of the appraisal to the employee.

Submit an Appraisal
When you have completed all of the entry fields (all ratings and comment boxes) in the appraisal and completed the face-to-face appraisal meeting, you are ready to submit the appraisal. Submit means that a self-appraisal is made available to the supervisor or an employee appraisal is made available to the employee. When the appraisal is submitted, an e-mail notification is sent to the recipient to inform him/her that an appraisal is available to review in the TIM system.

Click on Save to save your work.
Click on Submit to route the appraisal to the next reviewer.

Submit Error Message: When selecting the Submit button, you will receive an Error message if all fields in the appraisal are not complete. This red Error message simply lists those pages with fields not yet complete. Select Close to close the Error message window and navigate to those steps that need to be completed. After completing all fields for all steps, select Submit again. Remember, all fields (i.e., ratings buttons and comment boxes) need to be completed for the submit to work.
How To

Log Into the Appraisal System
Using your “MySCC” User name and Password, log into the TIM system. If you experience problems logging in, call the HELP DESK at X2000.

On the TIM Home page, under Human Resources, select Appraisals.
Click on the button New Appraisal, you are now ready to select an appraisal type.

Save an Appraisal
Each step of the appraisal system includes a Save button near the button of the page. It is recommended that you save your work often. You can save your work, exit the TIM system (by selecting Logout in the lower left corner), and return at a later time to complete the appraisal.

Edit an Appraisal
You can open and edit an appraisal as many times as you desire before submitting it.

On the TIM Home page, under Human Resources, selected Appraisals.
On the Show List page, you will see an edit “magnifying glass” icon (🔍) to the right of the appraisal that you want to edit. Click on this icon to open and edit the appraisal. You can also click on the person’s name (underlined name) to open and edit the appraisal. Make sure to click on Save to save your changes before exiting.

Print an Appraisal
After an appraisal has been created, a hard copy of the appraisal can be printed.

On the TIM Home page, under Human Resources, selected Appraisals.
On the Show List page, you will see a “PDF” icon (مدير) in the right most column of the appraisal that you want to print. Click this icon to open the PDF file.
After the file opens, click the printer icon in the upper left corner of the window to print the document.

Delete an Appraisal
After an appraisal has been created, and before it has been submitted, you can delete the appraisal.

On the TIM Home page, under Human Resources, selected Appraisals.
On the Status page, you will see a delete icon (🗑️) in the right column of the appraisal that you want to delete. Click this icon to delete the file.
You will receive a message window asking you to confirm deleting. Click Yes to confirm the delete.
Navigate the Appraisal
The appraisal system has navigation buttons at both the top and button of each page.

Top Navigation Buttons
Each of the numbered boxes at the top of the page is an active button. You can click on a number button to move to that step.

Bottom Navigation Buttons
The buttons at the button of the page function as follows:

- Save: saves work so far, stays on same step
- Back: moves back one step
- Next: moves forward one step
- Show List: moves to a list of your appraisals and their status
- Submit: attempts to route the appraisal to the next person in the process

Complete Step 1 – Provide Appraisal Information
After logging into the appraisal system and clicking on the New Appraisal button, you are now ready to select an appraisal type.
For all employees, use the pull down menu:
- Select Self Appraisal to create an appraisal of your own performance.

For supervisors, use the pull down menu:
- Select Employee Appraisal to create an annual appraisal for a staff member.
- Select Probationary Employee Appraisal to create an appraisal for a staff member’s first 90 days of employment.
- Select Interim Appraisal to create an appraisal for a staff member that is not an annual or probationary appraisal.

After selecting an appraisal type, use the pull down menu to select the Appraisal Period. The appraisal period is the time frame in which you are evaluating. For example, if the evaluation period is from January 2009 to December 2009, select 2009 as the Appraisal Period.

- Click Next to continue to Section 1 of the appraisal.
Complete Steps 2 to 10 – Section 1: Competencies

In this section, you rate yours/your employee’s performance on eight competencies (system steps 2 to 9). All non-instructional employees are rated on these eight core competencies. Step 10 contains competencies for supervisors and is available only for supervisors. For each competency:

Read the competency definition.
Read each example behavior statement below the competency definition.
For each example behavior statement, rate performance (your performance if completing a self-appraisal or your employee’s performance if completing an employee appraisal) by clicking on the rating number button 1, 2, 3, or 4 (where 1 is the lowest rating and 4 is the highest rating). To view a definition of a rating, click on the rating number. That is, click directly on the number “2” to view the definition of a 2 rating. NOTE: Please be familiar with the definition of each rating (see below).

1 Unsatisfactory
Considerable improvement is needed to reach acceptable standards of performance.
Meets few position requirements, expectations and minimum standards.
Does not demonstrate knowledge or ability to perform the majority of assigned duties.
Errors are frequent and recurring. Constant supervision is required.

2 Needs Improvement
Improvement is needed to reach normal requirements. Minimally meets position requirements. Demonstrates effort in achieving performance requirements and expectations and is making progress. Requires more supervision than normal. Continued improvement in performance is required.

3 Meets Expectations
Fulfills normal requirements and performs the job well. Meets all position requirements, standards and expectations for this position. May exceed expectations in a few, but not a majority of areas. Is timely and efficient. Requires normal supervision.

4 Exceeds Expectations
Performs well beyond normal requirements. Performance significantly exceeds position requirements and is well above expectations in terms of completeness, timeliness, independence and accuracy. Shows initiative and innovation in performance of duties and responsibilities, and contributes to college goals and objectives beyond position requirements. An exemplary employee who demonstrates leadership skills and a strong potential for advancement.

In the Comments boxes, type comments that support the rating that you selected. For example, if you selected a rating of “4 – exceeds,” provide examples of how you/your employee performed/contributed at a “4” level. Your comments should describe the actual products, outcomes, achievements, or results for the performance period and should be aligned with the definition of that rating.
Click Save to save your work.
Click Next to proceed to the next step/competency.

**Complete Step 11 – Section 2: Job Duties/Essential Functions**

In this section, you rate your/your employee’s performance on job specific duties. Under the heading “Job Duties/Essential Functions,” type in the five duties that where to be focused on during the performance period (five are required). These five duties should have been agreed upon between supervisor and employee at the beginning of the performance period. These duties are the tasks to be performed day-to-day and can be found in the employee’s job description.

For each job duty, rate performance (your performance if completing a self-appraisal or your employee’s performance if completing an employee appraisal) by clicking on the rating number 1, 2, 3, or 4 (where 1 is the lowest rating and 4 is the highest rating). To view a definition of a rating, click on the rating number. That is, click directly on the number “2” to view the definition of a 2 rating. NOTE: Please be familiar with the rating scale.

In the Comments boxes, describe your/your employee’s actual products, outcomes, achievements, behaviors, or results related to that duty. For example, if you gave a rating of “3,” provide examples of how you/your employee performed/contributed at a “3” level.

Click on Save often to save your work.
Click on Next to proceed or click on the step number at the top of the screen to continue.

**Complete Step 12 – Section 3: Performance Objectives/Goals**

In this section, you rate performance on objectives/goals. Under “Performance Objectives/Goals,” type in the five objectives that where to be achieved during the performance period (three are required). These objectives should have been agreed upon between supervisor and employee at the beginning of the performance period. Objectives are not duties. Rather they are like projects or initiatives with specific start and end dates.

For each objective, rate performance (your performance if completing a self-appraisal or your employee’s performance if completing an employee appraisal) by clicking on the rating number 1, 2, 3, or 4 (where 1 is the lowest rating and 4 is the highest rating). To view a definition of a rating, click on the rating number. That is, click directly on the number “2” to view the definition of a 2 rating. NOTE: Please be familiar with the rating scale.

In the Comments boxes, describe your/your employee’s actual products, outcomes, achievements, behaviors, or results related to that objective/goal. For example, if you gave a rating of “3,” provide examples of how you/your employee performed/contributed at a “3” level.

Click on Save often to save your work.
Click on Next to proceed or click on the step number at the top of the screen to continue.
**View Step 13 – Overall Score**

This page is a summary of the ratings that you have given. This is an information page and does not require you to take any action.

**NOTE:** If you are completing a self-appraisal, these ratings communicate your assessment of your performance. These ratings are NOT the final/official performance appraisal ratings.

**NOTE:** If you are a supervisor rating an employee, these ratings communicate your assessment of your employee and ARE the final/official performance appraisal ratings.

"Average Score" is the actual statistical average of all the scores you have provided.

"Weight" indicates the amount a given section is “weighted” in the overall final score. That is, rather than each appraisal section (i.e., 1, 2, and 3) contributing equally to the overall score, each section is weighted separately to place more or less emphasis on competencies, duties, or objectives.

"Weighted Score" shows the final scores after applying the weighting factors.

"Overall Score" is the final formal appraisal score after weighting (from 1.0 to 4.0).

Click on **Save** often to save your work.

Click on **Next** to proceed or click on the step number at the top of the screen to continue.

**Complete Step 14 – Section 4: Planning for Next Appraisal Period-Duties**

This section is for planning your/your employee’s work for the next appraisal period. Job duties are those tasks performed most every day as part of the job. They can be found in the your/your employee’s job description. These job duties may be the same as the previous year’s duties.

Under “Job Duties/Essential Functions,” enter those key job duties (five are required) that are most important to the job for next year or those job duties that need improvement during the next year. In the “Description of Desired Change or Results” boxes, enter text describing the desired behaviors or outcomes related to the duty.

Click on **Save** often to save your work.

Click on **Next** to proceed or click on the step number at the top of the screen to continue.

**Complete Step 15 – Section 4: Planning for Next Appraisal Period-Objectives**

This section is for planning the employee’s work for the next appraisal period. Objectives are projects or initiatives that must be completed during the performance period. At least three objectives are required.

Under “Performance Objectives/Goals,” enter those key objectives (three are required) that are most important to the job for next year.

In the “Description of Desired Change or Results” boxes, enter text describing the desired products or outcomes related to the objective.

Under “Target Due Date” use the calendar widget tool to select the date when the objective must be completed.
Click on Save often to save your work.
Click on Next to proceed or click on the step number at the top of the screen to continue.

Complete Step 16 – Section 4: Planning for Next Appraisal Period-Personal Development
This section is for planning your/your employee’s personal development for the next appraisal period. You are required to complete the Short-Term Development section. The Long-Term Development section is optional.

Short Term Development is for training and development to enhance your/your employee’s current job position. All employees can be working to improve their current performance, enhance their skills, or increase their contribution. For example, training/development activities can include increasing computer skills by completing training courses on PC operations or applications like MSWord or MSExcel.

Career/Long Term Development is for training and development to support your/your employee’s long term career goals (e.g., 2 to 5 years out). This plan could include taking formal courses to pursue a degree or certificate, taking on a special assignment, or developing a mentoring relationship with a senior staff member.

Under “Target Completion Date,” use the calendar widget tool to select the date when this activity must be completed.

Click on Save often to save your work.
Click on Next to proceed or click on the step number at the top of the screen to continue.

Complete Step 17 – Comments and Acceptance
If completing a self-appraisal:
Make any final general comments in the “Employee Comments” box.

Click on Save often to save your work.
Click on Submit to route the appraisal to the employee.

If completing an employee appraisal:
Make any final general comments in the “Supervisor Comments” box.
NOTE: Before you submit the final employee appraisal to your employee, you are to have already completed the face to face performance appraisal meeting.

Click on Save often to save your work.
Click on Submit to route the appraisal to the employee.
Submit Error Message: When selecting the Submit button, you will receive an Error message if all fields in the appraisal are not complete. This red Error message simply lists those steps with fields not yet complete. Select Close to close the Error message window and navigate to those steps that need to be completed. After completing all fields for all steps, select Submit again. Remember, all fields (i.e., ratings buttons and comment boxes) need to be completed for the submit to work.

**Conduct an Appraisal Meeting**
The online appraisal system does not replace the face-to-face performance appraisal meeting between the supervisor and employee. It is recommended that the supervisor make a draft of the employee appraisal available to the employee at least one day prior to the face-to-face meeting. This can be done by submitting the appraisal to the employee online or by providing a printed “hard copy” of the appraisal to the employee.

**Submit an Appraisal**
When you have completed all of the entry fields (all ratings and comment boxes) in the appraisal and completed the face-to-face appraisal meeting, you are ready to submit the appraisal. Submit means that a self-appraisal is made available to the supervisor or an employee appraisal is made available to the employee. When the appraisal is submitted, an e-mail notification is sent to the recipient to inform him/her that an appraisal is available to review in the TIM system.

Click on Save to save your work.
Click on Submit to route the appraisal to the next reviewer.

Submit Error Message: When selecting the Submit button, you will receive an Error message if all fields in the appraisal are not complete. This red Error message simply lists those steps with fields not yet complete. Select Close to close the Error message window and navigate to those steps that need to be completed. After completing all fields for all steps, select Submit again. Remember, all fields (i.e., ratings buttons and comment boxes) need to be completed for the submit to work.

**Submit an Appraisal to the Next Level Supervisor**
After an employee appraisal has been accepted by the employee and approved by the supervisor, it is ready to be routed to the next level supervisor. After next level approval, the employee appraisal routs to the Human Resources Department. The Human Resources Department will then move the appraisal status to “complete” and end the process.

For supervisors, when the employee appraisal has accepted by the employee and re-routed back to you, DO NOT MAKE ANY MORE CHANGES OR COMMENTS in the appraisal. Any additional changes (any changes of any kind) will force the appraisal to be routed back to the employee.

Open the appraisal to any step and click on the Submit button.
The appraisal will be routed to the next level supervisor.
Frequently Asked Questions

Who Uses This Appraisal System?
This online appraisal system is for all full time and regular part time non-instructional employees. Temporary part time employees are not required to complete this appraisal. Employees with primarily instructional roles (faculty) do not use this appraisal. If you are unsure if you should use this appraisal, please contact the Human Resource Department.

What is a Self-Appraisal?
The “self-appraisal” is an information tool to be written by the employee and submitted to his/her supervisor. The self-appraisal is not the formal appraisal. The self-appraisal gives the employee the opportunity to inform the supervisor about his/her performance and to document successes and contributions during the appraisal period. The formal appraisal is the “employee appraisal” that is created by the supervisor and routed to the employee.

What is an Employee Appraisal?
The “employee appraisal” is the formal appraisal. Supervisors use the self-appraisal as resource information to write the formal employee appraisal. The self-appraisal and employee appraisal are two separate documents. Supervisors must create a separate employee appraisal for each of their (full time or regular part time) staff members. NOTE: Both the self-appraisal and employee appraisal make up the overall annual employee appraisal documentation. Both documents are stored as part of the employee records.

How Do I Get Help?
The Human Resources Development offers help sessions and training courses on the new appraisal tool. Check the Learning Connection Calendar (http://www.scc-fl.edu/hr/lc/course-calendar.php) for a schedule. For general questions about the appraisal system or to arrange a meeting, call X2053.

Can I Do This From Home?
For Career Service employees, please note that working on your appraisal is considered work time. You must work with your supervisor to complete this appraisal during work hours and not exceed your normal work hours for the week. Non-Career Service employees may access the online appraisal during non-work hours. For remote access, log into the Seminole State College Main home web page (www.seminolestate.edu), select MySCC, login, then select TIM System.

How Can I Cut & Paste Across Appraisals?
To open two appraisals simultaneously, and cut and paste from one to the other, follow the instructions below.

Log into the TIM system directly (do not log into MySCC). Use this path: www.seminolestate.edu/tim. You might do this with the TIM icon on your desktop screen. Bring up the first appraisal.
Log into MySCC, (select MySCC on the College Main Home web page at: www.seminolestate.edu). Then log into the TIM system and open the second appraisal.
NOTE: The MySCC system has a “time out” mode. You will need to click OK when the time out pop-up message window appears to be able to continue working in MySCC without being timed out. Also, please Save often to reduce the chance of losing your work.

What is the Change Log?
After the appraisal has been submitted, the system begins to record all comments and changes that are made on the appraisal in a “change log.” The change log can be seen on page 17. Click on Most Recent Notes to view the change log. This change log provides a history of changes and comments made on the appraisal and is viewable by the employee, supervisor, and next level supervisor at any time.

What is the Self-Appraisal Process Flow?
Self-Appraisal Phase
Employee creates, edits, saves, and drafts a self-appraisal → “Draft” stage
Employee completes and submits the self-appraisal to supervisor → “Supervisor Review” stage
Supervisor reviews the employee’s self-appraisal and
   >selects “I have reviewed this appraisal and agree that it is complete” → “Complete” stage
   This ends the self-appraisal Phase.
   or
   >selects “I am sending this appraisal back to the employee with comments*” → “Draft” stage
   The self-appraisal is sent back to the employee.

*Supervisors are not to send self-appraisals back to suggest employees change their scores.
Supervisors are not to use the self-appraisal to write a rebuttal to the employee’s scores. The self-appraisal is an information tool and NOT the actual appraisal. The supervisor is to use the face-to-face performance meeting and the formal employee appraisal to discuss and document performance issues. In most cases, the supervisor should accept the information provided in self-appraisal and move on to drafting the employee appraisal and scheduling the performance meeting. A supervisor might send back the self-appraisal to ask the employee to add additional information or to include a project or initiative that was not addressed.

What is the Employee Appraisal Process Flow?
Employee Appraisal Phase
Supervisor creates, edits, saves, drafts the employee appraisal → “Draft” stage
Supervisor holds appraisal meeting and reviews the self-appraisal and a draft employee appraisal
Supervisor completes the employee appraisal (the formal appraisal) and submits the appraisal to the employee → “Employee Approval” stage

Employee reviews this employee appraisal and
   >selects “I agree-YES” → appraisal is returned to supervisor to be submitted to next level supervisor.
   or
   >selects “I agree-NO” → appraisal is returned to supervisor to address issues*
*If an employee selects “I agree-NO,” it is recommended that the supervisor meet again with the employee to discuss the appraisal. After this meeting, the supervisor can make changes to the employee appraisal and submit it back to the employee for approval. However, if after this meeting the supervisor does not wish to make changes to the appraisal, the supervisor can re-open the appraisal MAKE NO CHANGES OF ANY KIND, click Submit again to route the appraisal on to the next level supervisor. NOTE: This starts the employee appraisal appeal process.

**I Received an Error Message When Submitting, What Do I Do?**
When selecting the Submit button, you will receive an Error message if all fields are not complete. This red Error message simply lists those steps with fields not yet complete. Click Close to close the Error message window and navigate to those steps that need to be completed. After completing all fields for all steps, select Submit again. Remember, all fields need to be completed.

**My Appraisal Routed to the Wrong Person, What Do I Do?**
The appraisals are routed based on reporting structure in PeopleSoft. If an appraisal was submitted and routed to the wrong person, an HR Action Form must be created and sent to the Human Resources Development to formally change the reporting structure and to update PeopleSoft. NOTE: To reset the appraisal to route to the right employee, call X2053.

**What is the Rating Scale?**
The non-instructional performance appraisal system uses a four point rating scale where 1 is the lowest score and 4 is the highest score. See below for a definition of each rating.

1 **Unsatisfactory**
Considerable improvement is needed to reach acceptable standards of performance. Meets few position requirements, expectations and minimum standards. Does not demonstrate knowledge or ability to perform the majority of assigned duties. Errors are frequent and recurring. Constant supervision is required.

2 **Needs Improvement**
Improvement is needed to reach normal requirements. Minimally meets position requirements. Demonstrates effort in achieving performance requirements and expectations and is making progress. Requires more supervision than normal. Continued improvement in performance is required.

3 **Meets Expectations**
Fulfills normal requirements and performs the job well. Meets all position requirements, standards and expectations for this position. May exceed expectations in a few, but not a majority of areas. Is timely and efficient. Requires normal supervision.

4 **Exceeds Expectations**
Performs well beyond normal requirements. Performance significantly exceeds position requirements and is well above expectations in terms of completeness, timeliness, independence and accuracy. Shows initiative and innovation in performance of duties and responsibilities, and contributes to college goals and objectives beyond position requirements. An exemplary employee who demonstrates leadership skills and a strong potential for advancement.