

Best Management Practices for Conducting Annual Reviews (Developed in Dec. 2006 for Chairs and Directors; revised Jan. 2011)

Provided below are some “best management practices” for conducting annual reviews, as well as supporting statements from the *WSU Faculty Manual*. The “worst management practices” listed unfortunately reflect actual practices utilized by one or more CAHNRS unit leaders in the past, and behaviors we want to avoid in the future.

1. Annual reviews should be written by the department chair and a draft provided to the faculty member prior to or during the annual review session.

Faculty Manual: “After the department Chair, or equivalent, has completed written evaluations of faculty for annual review, he or she shall provide a copy to the faculty member and provide the opportunity to meet with him or her to discuss the contents of the report, the faculty member's performance over the past year, professional goals for the coming year and prospects for advancement in salary.”

Worst Management Practices:

- The department chair allows the faculty member to write a first draft of the annual review statement.
- No opportunity is provided for the faculty member to meet with the chair.

2. The faculty member should be provided ample time to review the final version of the annual review form, sign it, and return it to the chair.

Faculty Manual: “Each faculty member so reviewed shall be given a copy of the completed written evaluation and shall have a minimum of two working days to sign a statement indicating that he or she has had the opportunity to read the evaluation report and to discuss it with the chair.”

Worst Management Practices:

- The department chair asks the faculty member to sign the annual review form during the annual review session.
- Annual reviews are not signed by the faculty, and forms forwarded to the Dean’s Office are unsigned.

3. The final annual review form provided to the faculty member should have the faculty member’s performance rating, as well as the department’s mean and standard deviation.

Faculty Manual: “Whenever a periodic evaluation and numerical rating for an individual faculty member is completed by a Chair and Dean, or their equivalents, then the rating shall be reported back to the individual faculty member, together with the mean and standard deviation of ratings for all faculty in the department or equivalent unit evaluated at the same time.”

Worst Management Practices:

- The department chair does not include the mean and standard deviation on the annual review form provided to the faculty member.
- The mean and standard deviation are added to the forms after they are signed and collected.

4. Annual Review of Faculty at R&E Centers – The following statements reflect operating procedures developed in consultation with chairs and directors:

- The chair will take the lead in developing the written evaluation statement, but the process of developing the statement will involve substantive contribution by the director. The director should provide input in all areas of the evaluation, but should particularly address areas where

daily observation of the faculty member is required to judge performance (e.g., collegiality, responsiveness to clientele, service).

- Both the signature of the chair and the director are required on the evaluation form.
- The director should receive a copy of the completed annual evaluation, as well as the range of the ratings assigned to faculty within the department, and where the faculty members located at the R&E center ranks in the department.
- To allow the director to appropriately supervise and counsel faculty, chairs should provide documents and explanation as to the specific criteria required for faculty to “meet expectations.”

Faculty Manual: *“Annual reviews are intended to reflect the chair’s assessments of the faculty member’s performance and do not require input from other faculty members. However, the chair should solicit feedback from supervisors of faculty at distant locations such as program coordinators at branch campuses or supervisors at research stations.”*

Worst Management Practices:

- The department chair does not involve the R&E center director in the annual review process.
- The R&E center director’s comments are reported separately, rather in an integrated manner.

5. Annual Review of Faculty at Regional Campuses – Annual evaluation of faculty located at regional campuses must be done in consultation with the appropriate regional campus vice-chancellor. Both the signature of the chair and the regional vice-chancellor are required on the evaluation form.

Worst Management Practices:

- Annual reviews are conducted without consultation with the vice-chancellor.

6. Annual review ratings should reflect the faculty member’s performance as defined by the university.

- Merit ratings are defined (and should be interpreted literally) as follows:

A merit rating of 5 is to be used only when performance is truly outstanding.

A merit rating of 4 indicates that the employee’s performance exceeds expectations.

A merit rating of 3 indicates expectations have been met

A rating of 2 suggests improvement is necessary.

A rating of 1 is unsatisfactory.

- Ratings need not be in whole numbers, but distinctions should not be finer than 0.1.

Worst Management Practices:

- A merit rating in excess of 3.0 is assigned, despite the faculty member performing below expectations in one or more significant responsibility areas.

7. Annual review ratings should be consistent with the narratives of faculty performance appearing on the annual review form. This means that the comments should be evaluative and indicate relative quality, rather than simply catalogue activities. Reviews should provide an assessment of productivity, quality of work, and the employee’s accomplishments relative to goals of his or her position and of the institution.

Worst Management Practices:

- The annual review narrative clearly defines a situation of unsatisfactory performance or where significant improvement is needed, and a rating exceeding 3.0 is assigned.