

PERFORMANCE EVALUATION

A. Basic Policy

AUB strongly encourages supervisors to communicate with employees on performance issues throughout the year. Formal annual performance appraisals must be completed for all employees by their supervisors, and interim appraisals are encouraged. The performance appraisal is based on how well the employee has performed the duties outlined in the job description, goals established, and performance competencies.

Formal appraisal of the performance of Employees and Workers will be conducted during the probationary period and annually during the month of June. The probationary period is three months.

The current performance appraisal system uses the following five-point rating scale:

- 5 = Outstanding
- 4 = Exceeds Expectations
- 3 = Meets Expectations
- 2 = Below Expectations
- 1 = Poor Performance

B. Scope

The procedure for performance evaluation is applicable to Non-Academic Personnel.

C. Forms Used

1. Performance Planning and Appraisal Form for Supervisory / Managerial Personnel
<http://staff.aub.edu.lb/~webhr/forms/job/ppaf- MG.xls>
2. Performance Planning & Appraisal Form for Non-Supervisory Personnel
<http://staff.aub.edu.lb/~webhr/forms/job/ppaf- NA.xls>

D. Procedure

1. During Probationary Period

- a) When a new employee is appointed, HR Department sends a letter to the department head informing him/her that the new employee has been probationally appointed and requesting him/her to advise HR in writing whether or not he/she wishes to continue the services of the employee/worker beyond the probationary period by sending his/her recommendation and the employee's rating report by the tenth week of employment.
- b) An automatic email will be sent by the HR system on the ninth week of employment to the respective department head reminding him/her to send the requested documents in due time.
- c) Each immediate supervisor, in collaboration with the respective employee or worker, will

set up a performance plan/expectations at the beginning of the period and outline them on the appropriate form (for Supervisory/Managerial or Non-Supervisory Personnel) available on HR webpage. The following sections of the PPAF should be completed:

- (i) Job Summary & Scope
 - (ii) Critical Functions & Accountabilities, including expected performance standards/outcomes, and relative weights
 - (iii) Supervisory/Managerial Criteria - for supervisory/managerial positions only- (assigning relative weights)
- d) Both the immediate supervisor and the employee/worker will sign the form in Section II "Employee's and Supervisor's Agreement".
 - e) Each immediate supervisor will hold follow up meetings on a periodic basis or as needed to provide regular coaching, mentoring, and feedback on the performance of the employee.
 - f) Each immediate supervisor, including deans and heads of departments, will evaluate the job performance of every employee and worker in his/her area of responsibility.
 - g) Supervisors will fill the form, sign it, and secure the approval of the concerned second level of supervision prior to discussing the performance review with the concerned employee individually and getting his/her signature on it. Supervisors will forward the completed form to the HR Department, and retain one copy for the department file.
 - h) If the rating is satisfactory, the employee will be retained in his/her post. If the rating is unsatisfactory, the concerned department head will send a letter to HR Department requesting the termination of the employee or worker at least two weeks before the end of the employee's probationary period.

2. Annual Performance Evaluation

- a) The same procedure as in c, d, e, f, and g above shall apply.
- b) Supervisors shall review the performance of every direct report. When performance is unsatisfactory, supervisors shall provide the employee/worker with the necessary counseling and guidance to improve, keeping the second level of supervision informed of progress.
- c) An official warning will be sent by the HR Department to the individual concerned upon receipt of an unsatisfactory performance appraisal.