INSTRUCTIONS FOR COMPLETION OF NTP PERFORMANCE APPRAISAL INSTRUMENT

Additional instructions for completion of probationary version of NTP Performance Appraisal Instrument are located on the last page.

INTRODUCTION: The new instrument is designed to allow for effective evaluation of employees in less time and with less writing than has been the case with past forms. In the least complicated case, a supervisor can check a few boxes, make a few explanatory comments and pass the form along to the employee who, in turn, can check a couple of boxes. Supervisor and employee then have a brief meeting to reconcile any differing views on performance, training needs and job description, and to set a few goals for the coming year. The supervisor checks a few more boxes, lists the goals and forwards the completed instrument up the administrative chain.

Obviously, any noted needs for performance improvement, disagreements about ratings, identification of significant training needs or changes to job description will increase the amount of writing necessary. The new instrument calls for only brief statements even where changes or differences are indicated.

The following instructions are intended to supplement the brief instructions on the forms themselves, and should provide clarification where necessary.

PART A: Supervisory ratings

STEP 1: The supervisor rates the employee on the three-point scale provided for each of three areas of function common to all NTP positions. The rating scale is self-explanatory but the three common or universal factors may require further explanation and examples.

a. Program/subject matter knowledge: Every NTP position requires the exercise of knowledge about the profession and the College program. Some is brought with the employee by virtue of prior education and experience, and some is developed on the job. No matter how experienced an employee might be when hired, he/she still needs to learn how the College administers a given program. Being fully knowledgeable about the subjects and the College processes is the goal. This factor might cover achievement or level of requisite knowledge, maintenance of requisite knowledge (staying current) and application of requisite knowledge.

b. Organizational skills/Responsiveness: Every NTP position requires that the employee demonstrate an ability to respond to assignments in an organized and efficient manner, to get the job done in a timely and thorough way without unwarranted supervision. The factor might reflect work habits, prioritization skills, cooperation with supervision or ability to "follow-through" on assignments.

c. Communication skills: Every NTP position, no matter how isolated, involves effective communication. At a minimum, verbal communication with one's supervisor cannot be avoided. Most NTPs have regular communication with immediate coworkers, support staff, administrators, students and external parties like state agencies or professional associations. This rating might reflect verbal and written forms of communication and might also reflect interpersonal skills conducive to effective working relationships.
STEP 2: The supervisor rates the employee on supervisory skills only where such job duties are present. The factor might reflect such issues as delegating, coaching/counseling, leadership, ability to understand and apply College policy and labor agreements.

STEP 3: While all NTP positions involve some degree of the universal factors rated in Step 1, each position is, in ways, unique. The factors in Step 3, if any are selected, should represent important areas of function not covered by the universal factors. This step allows a supervisor to completely characterize performance, even if no other NTP position in the College shares the critical skills.

The appended list of factors may suggest areas of appraisal, but the supervisor is free to identify factors as he/she sees fit. If the universal factors are sufficient to accurately portray an employee's performance, Step 3 may simply be ignored. It is possible that Step 3 is most useful to identify areas of necessary improvement which are not sufficiently well-identified by the universal factors.

STEP 4: Summary rating: The overall rating format is the same as in the past instrument. It should reflect the factor ratings but it should also reflect achievement of goals for the year. The goals are prospectively identified in Part E of the instrument, the annual meeting between supervisor and employee. Obviously in the first year of this new instrument, no goals will have been established.

PART B: Supervisory identification of training needs

All NTP positions evolve over time; tools change, laws and regulations change, curriculums change. It is sometimes necessary to be trained in new areas of subject matter just to keep up with developments in one’s field. Beyond such evolutionary change, there is always a method or approach which may produce greater efficiency or productivity. Training may be available through both external and internal sources to assist with both situations, but the need must be known in order for the College to respond. For item 1, the supervisor is expected to indicate areas in which training might produce such enhancements.

For item 2, the supervisor is expected to identify training which might allow the employee to move to the next level of professional function. This might be attainment of a degree but will more likely be related to certain proficiencies.

THE SUPERVISOR NOW SENDS COMPLETED PARTS A AND B TO THE EMPLOYEE FOR REVIEW AND COMMENT

PART C: Employee response to supervisory ratings

Upon receipt of the Part A ratings and Part B training indicators from the supervisor, the employee provides responses where the employee feels them to be appropriate. If the employee is satisfied with the supervisor’s ratings, he/she
need only check the box. If the employee wishes to counter any of the supervisory ratings or training indicators, brief spaces are provided.

**PART D: Employee review/update of job description**

As indicated in Part B, it is expected that all NTP positions change over time. Some changes are significant and others do not alter the actual focus or level of function of the position. Part D provides an opportunity for an annual update in both respects. The employee will review the job description, indicate any changes in the spaces provided for Part D, and the discussion with the supervisor will finalize any changes for recommendation to administration.

THE EMPLOYEE RETURNS COMPLETED PARTS C AND D TO THE SUPERVISOR WHO SCHEDULES THE ANNUAL MEETING.

**PART E: Supervisor/employee meeting**

This meeting is an opportunity for the supervisor and employee to review Parts A through D and reconcile views or agree to disagree. Importantly, it also offers an opportunity for mutual goal-setting for the coming year even if differences still exist. At the end of the meeting, signatures are affixed to Parts A and C by supervisor and employee respectively, and the supervisor provides a brief summary of the meeting in the categories provided.

The completed instrument is then sent to the next administrative level for review.
**ADDITIONAL INSTRUCTIONS FOR COMPLETION OF PROBATIONARY VERSION OF NTP PERFORMANCE APPRAISAL INSTRUMENT**

The instrument for evaluation of NTPs during the first three years of employment differs from that for continuing appointment in a couple of significant ways:

- the first three rating factors common to all NTP functions are characterized in developmental terms; to be rated for learning and progress rather than mastery

- the additional factors seen by the supervisor as necessary to accurate and complete appraisal should be a logical consequence of the hiring process i.e. we should develop those abilities that we couldn't hire from the labor market

- the annual process is the same but a mid-term meeting is required between supervisor and employee to review progress and make any necessary course corrections.

The probationary period is part of the selection process. In fact, the probationary period is the only part of the selection process where the opportunity exists to observe certain critical aspects of employee function. We can guess at how an applicant may perform based on education and experience; we can actually see how an employee performs in the probationary period. We must make use of the probationary period to systematically finalize the employment decision.

The Mid-term meeting between supervisor and employee is intended to provide an opportunity for both parties to raise issues of concern and make consequent adjustments.

It should take place at a convenient time shortly following the midpoint of the evaluation period, and should be documented on the form provided, “Mid-term Report for Probationary NTP.” The completed form should be submitted to the Vice President for Administration for the employee’s personnel file.

**A note on the transition from Probationary to Continuing Appointment and consequences for Performance Appraisal:**

The instrument for appraisal of Probationary NTPs covers the first three actual years of employment. If the employee began employment on December 1 of year X, the first evaluation period is December 1 of year X to November 30 of year X+1. **IN THE THIRD YEAR OF EMPLOYMENT, THE APPRAISAL MUST TAKE PLACE AND BE COMPLETE PRIOR TO THE ANNIVERSARY DATE.** This early appraisal allows the decision to award continuing appointment status to take place in a timely manner and appropriate notice to be given to an employee who is not so converted. In the example above, the employee would be evaluated for transition to Continuing Appointment (or an alternative) no later than October 30 of the third probationary year.

Since all NTPs on Continuing Appointment will be evaluated on an academic year basis, there will be a gap between the end of the third probationary year and the next September 1. **IF THIS PERIOD IS LESS THAN THREE MONTHS, THE NEXT APPRAISAL PERIOD WILL INCORPORATE THE PERIOD. IF THE PERIOD IS MORE THAN THREE MONTHS, IT WILL BE APRAISED ON ITS OWN.** For example, the employee hired on December 1 of year X is transitioned to Continuing Appointment on December 1 of year X+3. The employee’s first evaluation period as a continuing appointee is December 2 to August 31 of year X+3.