February 11, 2015

Please forward this message to supervisors in your departments and encourage them to attend the performance management training.

TO: Supervisors and Managers
FROM: Cori Bossenberry
Associate Dean for Human Resources
SUBJECT: Annual Performance Appraisals

Dear Supervisors and Managers:

We are embarking on the School of Medicine’s annual performance appraisal process, a critical and important management opportunity.

Purpose:
The annual performance appraisal provides the opportunity to summarize your employees past performance and to clarify job duties, goals, and expectations for the coming year. Employees appreciate regular feedback regarding work performance, coaching on how to improve job performance, understanding strengths, and receiving assistance in job and career development. We have an opportunity to address these areas with honest and effective performance appraisals and discussions with employees about job or career development.

Form and Process:
The performance appraisal form and other documents supporting the performance management process can be found on the HRG website (http://hrg.stanford.edu/Performance.html). Other guidelines for performance assessment, setting and measuring SMART goals are also on the HRG web page (see Performance Management tab).

Job Description and Employee Job and Career Development:
Where possible, it is preferable to have the job match discussion with your employees before having the performance appraisal discussion so that you will be able to have a meaningful discussion about development objectives based on the employee’s new job description. Related to development opportunities, Stanford’s new Staff Careers and Job Classification program provides a variety of resources for further career development: (https://cardinalatwork.stanford.edu).
**Performance Ratings and Annual Salary Program:**
Finally, as you know, performance ratings are used to determine merit salary increases each year. Although the salary program has not yet been announced, I would like to emphasize the importance of giving performance feedback to staff and putting goals in place for the coming year.

**Training Sessions for Supervisors and Staff:**
I encourage you to attend one of the sessions listed below. Training sessions are also provided for staff to assist them in effectively communicating with their supervisors, and in learning about the appraisal process.

**Please register in STARS, accessible through AXESS:** [https://www.axess.stanford.edu](https://www.axess.stanford.edu)
For Supervisors, enter SoM-Performance Appraisal in the search field, and then click on the Supervisor training. Or, control + click HERE for the STARS express link.
For Staff, enter SoM-Performance Appraisal in the search field, and then click on the employee training. Or, control + click HERE for the STARS express link.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>SUPERVISOR OR STAFF SESSION</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mon, 02/23/15</td>
<td>9:30-10:30 a.m.</td>
<td>Supervisor</td>
<td>LKSC, LK101</td>
</tr>
<tr>
<td>Tues, 03/03/15</td>
<td>9:30-10:30 a.m.</td>
<td>Staff</td>
<td>LKSC, LK101</td>
</tr>
<tr>
<td>Fri, 03/27/15</td>
<td>9:30-10:30 p.m.</td>
<td>Supervisor</td>
<td>LKSC, LK120</td>
</tr>
<tr>
<td>Mon, 03/30/15</td>
<td>9:30-10:30am</td>
<td>Staff</td>
<td>Alway Building, RM: M106</td>
</tr>
</tbody>
</table>

**The deadline for completing the appraisal this year is April 17, 2015.**

If you have any questions, or wish to have additional assistance, please contact your department HR Administrator, DFA, or HRG/Employee Relations staff.

Thank you for your participation in this important management process.

Cc: Dean Lloyd B. Minor M.D.
   Marcia Cohen, Sr. Associate Dean, Finance and Administration