February 16, 2016

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: School of Medicine Annual Performance Appraisals

Dear Supervisors and Managers:

We are embarking on the School of Medicine’s annual performance appraisal process, a critical management opportunity and a key driver of employee engagement. It is especially timely given the Stanford Employee Survey FY 16, and we hope you will take this opportunity to establish an open dialogue not only on performance measures but also about how you can contribute to your employees’ success and to explore their interest in professional development and career growth.

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. This time in the performance cycle provides an opportunity to address these areas with honest and effective performance discussions, along with conversations with your employees about how you might help each employee take pride in their accomplishments, have a sense of ownership for the work they have performed, and to motivate your employees to work to their potential.

Performance Appraisal Form and Process:
The performance appraisal form (the same form is to be used for both supervisors and employees) 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).
Given the feedback that we have received from key leaders within SoM we have revised the performance appraisal form to list employees’ job achievements in the past year as well as any job challenges you have observed. You are encouraged to write appropriate comments in the competency section so employees are clear as to the behaviors expected of them.

**Performance Ratings and Annual Salary Program:**
New this year, there is only one overall rating for performance instead of a rating for each competency and each accomplishment.

Performance ratings are used to determine merit salary increases each year. Although the FY 17 salary program has not yet been announced, it is extremely important to give performance feedback to staff and set goals for the coming year.

**Training Sessions for Supervisors and Staff:**
All managers and supervisors are encouraged 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.

**Med SoM - Performance Appraisal for Supervisor (For SOM Only)**

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**Med SoM - Performance Appraisal for Staff (For SOM Only)**

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**The deadline for completing the appraisal this year is April 15, 2016.**

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 and engagement process.

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