February 13, 2017

*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 and a key driver of employee engagement. I hope you will take this opportunity to establish open dialogue not only on performance measures, but also about how you can contribute to your employees’ success and to explore their interests 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 appraisals and discussions, along with conversations with your employees about how you might help employees take pride in their accomplishments, have a sense of ownership for the work they performed, and to motivate your employees to work to their potential.

**Performance Appraisal 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).
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 or click on the STARS express links for either the Supervisor or Staff sessions noted below:

Med SOM - Performance Appraisal for Supervisors (For SOM Only)

<table>
<thead>
<tr>
<th>MHRG-1501-0031417</th>
<th>03/14/2017, 9:00 AM - 10:00 AM</th>
<th>Li Ka Shing Center, RM: LK101</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHRG-1501-0031617</td>
<td>03/16/2017, 3:30 PM - 4:30 PM</td>
<td>3172 Porter Drive, RM: 1512</td>
</tr>
</tbody>
</table>

Med SOM - Performance Appraisal for Staff (for SOM Only)

<table>
<thead>
<tr>
<th>MHRG-1502-0032217</th>
<th>03/22/2017, 1:00 PM - 2:00 PM</th>
<th>MSOB X303 (Medical School Office Bldg)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHRG-1502-0032317</td>
<td>03/23/2017, 9:00 AM - 10:00 AM</td>
<td>Li Ka Shing Center, RM: LK101</td>
</tr>
<tr>
<td>MHRG-1502-0032317</td>
<td>03/23/2017, 2:00 PM - 3:00 PM</td>
<td>3172 Porter Drive, RM: 1512</td>
</tr>
</tbody>
</table>

The deadline for completing the appraisals this year is April 15, 2017.

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