

Professionals & Professional Faculty Assembly's Performance Planning & Evaluation Survey Results for EMPLOYEES: Fall 2012

Last Modified: 12/7/2012

DEMOGRAPHICS

1. I've worked for the College of William & Mary or the Virginia Institute of Marine Science for:

#	Answer	Response	%
1	Less than 1 year	16	9%
2	1-5 years	44	25%
3	6-10 years	47	27%
4	11-15 years	24	14%
5	16-25 years	34	19%
6	26 or more years	12	7%
	Total	177	100%

2. My supervisor is:

#	Answer	Response	%
1	A professional/professional faculty staff member.	108	61%
2	A classified/operational staff member.	2	1%
3	An executive staff member (generally a vice president or dean).	46	26%
4	An instructional or research faculty member.	16	9%
5	I don't know.	5	3%
	Total	177	100%

POSITION DESCRIPTION: A description of a position's core responsibilities, required qualifications, and reporting relationships.

3. I have a copy of my job description:

#	Answer		Response	%
1	Yes		148	84%
2	No		29	16%
	Total		177	100%

4. My job description:

#	Answer		Response	%
1	Is up-to-date and accurately reflects my current responsibilities.		99	56%
2	Needs to be updated to include new or changed responsibilities.		56	32%
3	I don't know.		22	12%
	Total		177	100%

ANNUAL GOALS AND/OR OBJECTIVES: Specific goals and/or objectives to be achieved by a position during a performance year.

5. There are current *written* goals and objectives for my job:

#	Answer		Response	%
1	Yes		117	69%
2	No		53	31%
	Total		170	100%

6. My current goals and/or objectives were written:

#	Answer		Response	%
1	By my supervisor and given to me.		15	13%
2	Collaboratively by my supervisor and me.		50	44%
3	By me, with review and approval by my supervisor.		43	38%
4	Other:		6	5%
	Total		114	100%

Other:

I wrote them and submitted to the Dean.






By me, then revised by my supervisor

They were written during the last evaluation period last year but since I have not had an evaluation this year, they have not been reviewed or revised.

By the department head who evaluates me but is not my direct supervisor

My annual goals are vague and I'm not sure how they were developed.

7. My current goals and/or objectives have (please check all that apply):

#	Answer		Response	%
1	Specific measures of quantity.		46	40%
2	Specific measures of quality.		48	42%
3	Specific deadline dates.		29	25%
4	None of the above: they are just a listing of responsibilities.		43	38%
5	Other:		11	10%

Other:

Projects and responsibilities.

There are no exact ##s given in re the goals we have set for the year but the description is more than a simple list of responsibilities. Specific initiatives are discussed.

specific goals without measures of quantity or deadline dates.

My goals are not SMART goals.

A mix of specifics and broad objectives.

General, non-quantifiable measures for responsibilities.

I really don't know how to describe it, because a lot of what I do can't be quantified.

Quarterly work objectives.

Specific goals, but with the understanding that we are in a highly dynamic environment with rapidly evolving technology, constant requests for new features and support, and ever-changing priorities. In short, far more work than we can possibly do, so adjustments have to be made constantly.

A list of anticipated accomplishments, recognizing some uncertainties may prevent full completion of some of them.

LONG-TERM PROFESSIONAL DEVELOPMENT: Specific long-term goals

and/or objectives to enhance knowledge, skills, and abilities needed for career advancement.

8. My supervisor and I have a written long-term professional development plan for me.

#	Answer		Response	%
1	Yes		18	11%
2	No		138	83%
3	I don't know.		10	6%
	Total		166	100%





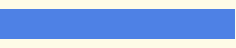


PERFORMANCE FEEDBACK AND COMMUNICATION

9. Approximately how often do you meet *one-on-one* with your supervisor to review routine projects and work performance?

#	Answer		Response	%
1	Weekly		48	30%
2	Monthly		36	22%
3	Quarterly		11	7%
4	Every 6 months		9	6%
5	Annually		19	12%
6	Never		8	5%
7	Other:		31	19%
	Total		162	100%

Other:
Daily.
Every over week.
About twice per month, or on demand.
I meet with my supervisor when I have questions, etc. and to discuss work projects.
as needed.
bi-monthly.
We tend to meet as needed - it's close to quarterly in the end but not due to any specific design. Formalizing the interval would probably be a good idea.
My supervisor left at the beginning of the semester. I meet periodically with the dean while awaiting assignment to a new supervisor.
My supervisor meets informally with me when necessary. There is no regular schedule.
every two weeks.
several times per week.
formally once a month but she is available more frequently.
Bi-weekly.
Every 2 weeks.
Only when initiated by me.
as needed.
occasionally.
I have a new supervisor. I meet with him at least once a month or whenever there's a need.
Daily.
whenever needed.
rarely - mostly on an ad hoc basis if I have questions related to a specific project for which I need answers from a higher level. I work very independently.
No formal meetings; informal discussion occurs 2-4 times per month.
on an as-needed basis.
I meet with my supervisor daily and my reviewer semi-annually or less often.
Daily.
We discuss things frequently (in person or via email), and I also provide quarterly reports, but we do not meet specifically to review projects or performance.
every two weeks.
Almost daily - we work very closely.
Twice a month or more often if needed.
Every 2 weeks.
Regularly - Every three weeks.

10. Approximately how often do you meet *one-on-one* with your supervisor to review *annual goals and/or objectives*?

#	Answer		Response	%
1	Weekly		7	4%
2	Monthly		7	4%
3	Quarterly		11	7%
4	Every 6 months		34	21%
5	Annually		80	49%
6	Never		11	7%
7	Other:		12	7%
	Total		162	100%

Other:

Have not had the opportunity during my first year.

Meetings are scheduled and I give reports and feedback approximately monthly.

My previous supervisor did not feel the need to set written goals and instead felt standards were met through regular meetings.

We meet annually to review the work that I've done over the past year. I'm required to submit goals, but we don't discuss them.

Have not done so in first 2 months on job.

Varies....our long term goals come up quite a bit.

I have a new supervisor. So, we've just touched base on annual goals.

Met last year during the regular review cycle. Did not meet this year.





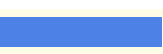


Consistent conversation that is often revised/restructured based on prior events.

Daily.

It's on a more rolling basis - probably averages about once a week, maybe a bit more.

I just started my new job in this professional role in August... have not been through one full cycle yet for performance evaluation.

11. Approximately how often do you meet *one-on-one* with your supervisor to review *long-term professional development*?

#	Answer		Response	%
1	Weekly		3	2%
2	Monthly		0	0%
3	Quarterly		8	5%
4	Every 6 months		13	8%
5	Annually		55	34%
6	Never		68	42%
7	Other:		15	9%
	Total		162	100%

Other:

I have one-on-one meetings with my supervisor as questions develop.
as it arises.

This generally comes up in the context of other conversations and is not usually a topic we spend a lot of time on.
occasionally.

I just started in March and we have not had a meeting to discuss this to date.
when needed by either party.

Have not done so in first 2 months on job.

As training opportunities occur or at least annually.
as needed.

I have a new supervisor. We really haven't discussed this much yet.





I feel this is available to me, I have just not had the time within my work duties to discuss long term professional development with my supervisor. I believe my supervisor would be very open to this discussion if I requested such.

several times a week - with every project we work on, my supervisor teaches me skills I'll need for the future, shows me how to apply what I'm learning in a professionally developmental manner.





haven't been here long enough.

I just started my new job in this professional role in August... have not been through one full cycle yet for performance evaluation.

12. When I do something well, my supervisor usually communicates that to me:




#	Answer		Response	%
1	At the time of the event or within days.		113	70%
2	At a regularly scheduled meeting.		10	6%
3	At my annual evaluation.		16	10%
4	Not at all.		23	14%
	Total		162	100%

13. When I need constructive feedback to improve my work, my supervisor usually communicates that to me:






#	Answer		Response	%
1	At the time of the event or within days.		112	69%
2	At a regularly scheduled meeting.		13	8%
3	At my annual evaluation.		18	11%
4	Not at all.		19	12%
	Total		162	100%

PERFORMANCE EVALUATION: The formal evaluation that determines an employee's achievement level and the extent to which an employee's performance meets his or her annual goals.

14. For my annual performance evaluation, I am:

#	Answer		Response	%
1	Given the opportunity to write a self-assessment and do.		137	86%
2	Given the opportunity to write a self-assessment but do not.		11	7%
3	Not given the opportunity to write a self-assessment.		12	8%
	Total		160	100%

15. For my supervisor's annual performance evaluation of me:

#	Answer		Response	%
1	My supervisor writes a report; all of the report's evaluative comments have been previously discussed with me.		61	38%
2	My supervisor writes a report; it includes evaluative comments that we have not previously discussed.		40	25%
3	My supervisor asks me to write a report of my work or uses my self-assessment as the supervisor's performance evaluation report.		32	20%
4	There is no written report for my annual performance evaluation.		6	4%
5	Other:		21	13%
	Total		160	100%

Other:

haven't had one yet.

My supervisor writes a report; it includes evaluative comments that we have not previously discussed. AND she involves her supervisor in this process who I almost never meet with during the year.

Not had an annual evaluation yet.

I am not aware of my annual performance evaluation.

My supervisor writes a report based on my self-assessment.

It's a combo of using my comments/thoughts and her adding her thoughts and observations. Some evaluative comments we have not previously discussed are added sometimes but then they are always discussed before the report is completed.

Have not encountered.

I have not been through this process yet.

don't know.

Have not had annual performance evaluation yet.

This year my supervisor did not conduct an annual evaluation of me.

I have not seen a written report of my performance, since I began working at the College.

With my previous supervisor, I would write my self-evaluation, we'd meet, then he'd write a report after the fact and I was expected to sign it.

My supervisor writes a report - this year it was not discussed with me. In previous years, my supervisor wrote the report and discussed it with me. Generally it was the only meeting during the year.

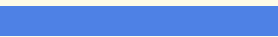




I believe that the department chair discusses my performance with my supervisor before writing his report but since that conversation is confidential I cannot confirm that. And the procedure changes every time the chairmanship of the department changes.

Have not received one as a new employee of less than a year.

I do not know.

I don't know - I haven't worked here long enough to have an annual performance evaluation

16. For my annual performance evaluation meeting, my supervisor and I usually:

#	Answer		Response	%
1	Meet for 30 or more minutes.		94	59%
2	Meet for fewer than 30 minutes.		31	19%
3	Meet only to sign the documents.		11	7%
4	Do not meet; the documents are signed without a meeting.		3	2%
5	Other:		21	13%
	Total		160	100%

Other:

We meet for 20 or 30 minutes, but it's mostly to discuss current projects, not my evaluation. My supervisor seems uncomfortable talking about my work performance.

I had to meet with my supervisor AND her supervisor separately multiple times.

Not had an annual evaluation yet.

I'm pretty sure I've never been asked to sign the letter of evaluation.

I am not aware of my annual performance evaluation or related documents other than my contract.

I don't really remember, actually. Any such meeting usually would address a couple of different topics concerning the program overall as well as my part in it, etc., so it's hard to judge.

We meet regularly during the year and an annual meeting to discuss performance is not always done. But this is not a problem for me because we do meet regularly.

Have not encountered this yet.

I had to ask my supervisor to provide a written review so that I would have documentation of his feedback.

I have not been through this process yet.

No evaluation.

Have not had annual performance evaluation yet.



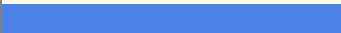



I have a meeting with the current chair of the department that averages about a half hour, the previous chair met with me once in six years for about 20 min. That meeting was 4 hours before he stepped down from the chairmanship.

Employed less than a year.

I do not know, I haven't worked here long enough.

I don't know - I haven't worked here long enough to have an annual performance evaluation.

17. If training were offered, please indicate sessions you would attend (please check all that apply):

#	Answer		Response	%
1	Writing and updating job descriptions.		52	39%
2	Developing effective annual goals and/or objectives.		80	61%
3	Designing and implementing long-term professional development goals.		94	71%
4	Compiling and writing self-assessments.		54	41%
5	Communicating effectively with my supervisor.		55	42%
6	Other:		9	7%

Other:

I would like examples considered to be excellent models for job descriptions, goals/objectives and professional development plans.

Writing realistic job descriptions in terms of what is actually feasible within the normal work week.

Training for supervisors should be offered: performing annual review, etc.

Identifying training opportunities to help me as a supervisor, and to help my supervisor to a better job at managing his/her people.

I feel that I have all of these topics well in hand and therefore do not personally have a need for training in any of them.

I would be happy to mentor others.

Having a difficult discussion with my supervisor.

18. Please add any additional comments:

Text Response

I would love to see the opportunity for peer evaluations and evaluations of supervisors to exist. My spouse's company does yearly, and it really does help him and his staff realize their own shortcomings and the things they do well. This is the best way to learn what you need to work on.

This process was VERY challenging for me. I was actually asked to re-write my self-evaluation. It doesn't seem like a 'self' evaluation if others can weigh in on it. I also had my supervisor's supervisor involved which was incredibly uncomfortable and seemed unfair because we don't meet on a regular basis nor do I get feedback from her (not that I get it from my supervisor anyway). The process seemed drawn out and ultimately took so much time and energy that it was negative for my productivity.

Supervisors should be compelled to take these evaluations seriously, they should plan ahead for pre-scheduled face-to-face discussions with each PPF about performance and goals.

I have been very disappointed with the performance review process here. My supervisor is not interested in providing constructive feedback to help me grow professionally. I've asked several times what I need to work on or how I can advance and never receive feedback. She seems uncomfortable with it or she doesn't care. It is a waste of time and feels like a process we have to do. I find it to be worthless as she simply takes what I wrote about myself and uses it as her own. It's probably the most frustrating and disappointing part of my job here.

Improving the evaluation process would be helpful to many people, I think. While I would not say I am dissatisfied now, I think the annual process we have is not as useful as it could be. Also, if there were ever any chance of a 360 type evaluation process, then I think that could be terrific.

I gather the purpose of this survey is to evaluate views on annual written performance evaluations of professional and professional faculty. I'm thankful to work for a supervisor that regularly provides constructive feedback, both positive and negative, throughout the year.

The way my job description is currently written, one would have to be superhuman to succeed. Training should be offered for supervisors about what is realistic in terms of time and workload whenever a new position is created or when additional responsibilities are added.

This biggest challenge to performance planning and evaluation is the lack of time available for the task, i.e., there is no clear time when I am supposed to accomplish these important tasks that doesn't detract from my day-to-day responsibilities.

This survey is based on my interaction with my former supervisor who is no longer with the college.

I believe our performance evaluations should include feedback from the employees we supervise, not just our supervisors.

Job descriptions in my office are woefully out of date and the % of time allotted to certain tasks/areas is quite off base.

My supervisor provides ongoing feedback and I am very pleased with our working relationship.

My job is specialized and requires constant outside training. The only such training has been self-initiated and on my own time.

I was not happy at all with the evaluation process with my former supervisor. I'm hoping that I'll feel differently when the process starts again with my new supervisor. I also feel the current process tries too much to quantify everything, when a number of things really aren't quantifiable.

I think it is imperative that there is a consistent standard for professional evaluations and that everyone should be following the same standard. Having each department/unit determine how to communicate performance to the Provost (in an open-ended summary) makes it difficult to properly assess the actual performance and have any measurement of quality. I believe that a format that speaks to this need should be implemented. The Mason School of Business has a PP&E for its professional employees that works very well and is fully adopted (and even preferred over the Provost's open format approach) by the supervisors.

We currently spend TOO MUCH time on evaluations The forms we have to complete are exhaustive, cumbersome and highly repetitive. I realize we are trying out new procedures, but it is distracting and highly annoying to go into this much detail repeatedly. It will be better when the process (the self-evaluation part) is more streamlined. I have always enjoyed the 1 on 1 meetings with my supervisor - I looked forward to them and they would last an hour or more. That is still the case, but now they are more form driven - I feel like I'm ticking boxes instead of really exploring the things that matter most to my program.

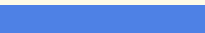

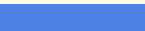

New responsibilities sometimes reprioritize annual goals, but those goals are not modified until the annual evaluation time.

Include solicitation of others [that] employee works with.

SO many of the people who supervise PPF folks are either instructors or deans/assoc. deans, that have no idea how to manage people. They have excelled in a particular area of research or are recently promoted to associate prof. and now they need something to do. But the problem is, they don't know how to manage, to inspire, to manage change during turbulent times. They don't know how to implement change with a strategic plan in mind, etc. It is very frustrating working in an organization that has such a vital role as ours, but whose administrative function is so bureaucratic. The department I work in is very dysfunctional.

Statistic	Value
Total Responses	19

19. For my annual performance evaluation paperwork, I would prefer:

#	Answer		Response	%
1	Continuing to allow departments/units to use evaluation paperwork of their own design.		69	43%
2	One standardized form that would be used across the university for all professionals and professional faculty.		28	18%
3	A choice of three to four forms that would be used across the university for all professionals and professional faculty.		49	31%
4	Other:		14	9%
	Total		160	100%

Other:

Don't have a preference.

Frankly I thought there was only 1 standardized form. But unless there's money involved or work needs improvement, I'd prefer to skip the evaluation process totally. It's often a waste of time.

not sure.

I'm not sure but I felt as though my evaluation was unfair and there was nothing I could do about it.

I think it depends on what the evaluations are used for and whether the people outside of our immediate department who might need to use them (in salary evaluations, etc.) feel they need a standardized form or limited range of forms.

Don't know.

I just don't know. I feel like I've been burned the past few years in this whole process.

one standardized form as long as there were places for open-ended explanations/comments.

N/A

Professional employees have such diverse responsibilities that a one-size-fits-all approach to performance evaluation does not work. Departments/units should be given latitude to design their evaluation procedures within the context of broad guidelines that protect both the employee and the supervisor.

I don't know - I haven't worked here long enough to have an annual performance evaluation and as such, have no informed opinion as to what I would prefer.