

Instructions for 90-Day Appraisal Form

New administrative and staff employees at Goshen College begin work with a 90-day Orientation period. During this time, they are oriented to the college and their position and its basic tasks along with policies and procedures that impact their work. An initial introduction to the human and physical/technical resources that are available to assist the new employee also takes place.

Near the end of the employee's first 90 days, the supervisor is responsible to complete a brief appraisal that determines if the new employee has demonstrated the potential to become successful in his/her position. It is rare that a new employee becomes fully competent in the first 90 days, so the form asks for an answer to three questions that address early indicators of his/her potential:

- 1. Demonstrates knowledge of job duties and expected productivity for length of time in position.**
- 2. Demonstrates ability to satisfactorily work with and assist both external and internal customers.**
- 3. Expresses core values and supports mission of college.**

These questions are answered with simply "yes" or "no" with room for comments. We encourage comments with each question, even if answered "yes" to encourage the new employee to keep growing in their job. "No" answers must have at least a brief explanation that notes improvement needed, providing the supervisor recommends continued employment.

Question # 4 calls for a decision regarding the future of the employee:

- 4. Recommend successful completion of orientation period.**

If the answer is yes, the form is complete, although again some affirming words are welcome. Listing some areas to work at improving is certainly appropriate here as well. The employee will then be considered an ongoing employee.

If the answer to #4 is "No," then the next section is to be completed:

If 90-day orientation period not successfully completed:

Extend orientation period? Yes _____ No _____

Length recommended _____

Plan for Improvement:

p. 2

Conversations with the Department/Division Director and Human Resources Director are required before determining if the orientation should be extended and for what length of time. If a decision to extend the orientation is made, specific goals or achievements need to be listed for the employee to complete successfully to continue employment (“Plan for Improvement” on the form). If it is determined the employee lacks the potential to be successful, termination of employment will occur. Here also, the agreement of the Department/Division and Human Resources Directors are required before this decision is communicated. Communication takes place through a letter of termination prepared by the Director of Human Resources who along with the supervisor shares the letter in a meeting.

There is room for employee comments at the bottom of the form, and a line for signatures of the supervisor and employee. If the employee decides not to sign the form, the supervisor will note this on the employee signature line. The original completed form is sent to the Human Resources Office and a copy given to the employee.

Please contact the Director of Human Resources with any questions.

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