

Instructions for Using Upward Appraisals

As a best practice, RIT strongly encourages supervisors, department heads, directors, and vice presidents to use upward appraisals to facilitate two-way communication with staff. Three templates are provided to provide feedback from staff to supervisors, department heads, directors, and vice presidents:

The checklist template is designed to provide feedback to supervisors on two critical areas of supervisory performance - leadership and management effectiveness.

The open-ended and structured questions templates reflect the same types of questions posed on the staff appraisals, providing a parallel structure for both processes.

General guidelines for conducting upward appraisals include:

Select one template for completion by a group of staff within your department or by all members.

Encourage staff to complete the appraisal anonymously.

To further protect confidentiality, ask staff to send their completed upward appraisals to a third party for review and summary. Options for a third party include the individual to whom you report, your HR Services Manager, or a trusted administrator willing to serve in the role.

Thank staff for their willingness to provide feedback and, as appropriate, acknowledge what you have learned and actions you plan to take as a result of the upward appraisal process.