

A. PURPOSE

One of the most important responsibilities of a supervisor is conducting formal performance evaluations of staff members. Evaluations are useful tools for the supervisor to: achieve desired work performance; receive ideas and input; assist employees in personal and professional development; identify and formulate plans to correct performance problems; and establish and/or clarify specific goals.

B. FREQUENCY

Although the formal performance evaluation is normally completed once per year, supervisors should have another formal meeting with their employees at least one other time during the course of the year to identify progress on goals, as well as to communicate new or revised goals.

Ideally, employees should not be surprised by comments in their performance evaluation. Good communication between supervisors and employees during the course of the year will prevent employees from losing sight of their goals and will alert both the supervisor and employee to performance problems that may be resolved before the formal performance evaluation.

C. GOAL SETTING

A goal is simply a statement of what is to be accomplished at some time in the future. Goals may be established as: routine objective relating to functions that are normally performed each year; problem solving goals that are established to solve a specific, identifiable problem; new, different, or creative ideas; and finally, personal objectives.

The goals that are established should be specific and measurable so that successful achievement of the goal may be determined. The goals should also be reasonable and attainable, and must recognize appropriate time frames since some goals may be achieved in a matter of weeks while others may require several months or a year. The supervisor and employee should agree on the goals that are established, but the supervisor must be willing to change the goals if circumstances occur which make the goal impossible to attain.

D. THE FORM

Employees are evaluated on four criteria:

1. Quality of Work
2. Productivity and Utilization of Time
3. Teamwork and Cooperation with Others
4. Attendance and Punctuality

On each of these criteria, the supervisor is to rate the employee:

1. Below Requirements
2. Meets Requirements
3. Above Requirements
4. Far Exceeds Requirements

A rating of "Meets Requirements" should indicate a satisfactory level of performance. This rating level should not be used if performance is at a minimally acceptable level; instead "Below Requirements" should be used.

The ratings of "Above" and "Far Exceeds" requirements should be reserved for those employees who regularly perform at levels beyond expectations, with "Far Exceeds Requirements" reserved for those employees who are top performers. Any rating of "Far Exceeds Requirements" should be explained in the comments sections of the form or in an attachment.

The rating of "Below Requirements" should be used to indicate that the employee is performing at a minimally acceptable or unacceptable level. If the supervisor has been doing a good job of communicating with the employee, a rating of "Below Requirements" will not come as a surprise to the employee. A rating of "Below Requirements" must be explained in the comments section of the form or in an attachment.

Ideally, goals and objectives were established and agreed upon during the previous evaluation cycle. The ratings in the above categories should be based upon the employee's performance as it relates to the goals and objectives previously established. The duties listed in a position description and/or a Job Analysis Questionnaire (JAQ) may also be used in this process.

The supervisor should next detail specific strong points in the employee's performance as well as performance areas in need of improvement. This is the first step in establishing performance goals which will be the basis for the performance evaluation in the next cycle.

Finally, the supervisor should rank the overall performance of the employee on a scale of one to five and sign the form.

E. DISCUSSION WITH EMPLOYEE

The supervisor should schedule a private meeting with each employee to discuss his/her evaluation. The feedback that is provided to the employee in this meeting should be balanced, clarifying those areas of performance that need improvement while also acknowledging those aspects of the job which the employee performs well.

During this meeting it is possible that the supervisor will agree to revise or amend the performance goals for the employee. Goals should be noted on the evaluation form or on an attached page.

The employee should then be asked to sign the form (and attachment). The supervisor should point out that signing the form does not indicate that the employee agrees with the evaluation. The signature simply indicates that the evaluation was presented to and reviewed with the employee.

If the employee refuses to sign the evaluation, the supervisor should note the refusal, including the date and time.

At the end of the meeting, the employee should be given the opportunity to respond to the evaluation in writing. He/she may do so in the space provided on the form, on the back of the form or on a separate sheet of paper. The employee's comments should be forwarded with the evaluation to become a permanent part of the employee's personnel file.

The original form, with attachments (if any), should be returned to the Office of Human Resources. One carbon copy of the evaluation form should be given to the employee, the second carbon copy of the evaluation form may be kept for departmental records.