



## **EMPLOYEE PERFORMANCE EVALUATION AND DEVELOPMENT PLAN INSTRUCTIONS FOR SUPERVISORS**

**ACTION STEPS:** During the review period, the employee should be working toward demonstrating the successful accomplishment of job duties, established goals (if appropriate), and recommended areas of employee development and skills development. The supervisor should provide coaching and mentoring as needed to assist the employee in achieving optimal performance. It is important for the supervisor to discuss progress being made with the employee on a regular basis, provide positive reinforcement, and encourage the employee to work on areas that need improvement. While not required for all employees, there is an Interim Performance Evaluation Form that supervisors can choose to use with employees for mentoring/coaching purposes, to review progress being made on goals, or to evaluate performance mid-way through the year or more frequently if needed. It is, however, required that supervisors use this form and conduct formal mid-year performance evaluations for employees with an overall performance rating of Fair or Unsatisfactory the prior year. Continued Unsatisfactory performance at the time of the interim performance review will be grounds for disciplinary action and may lead to termination. Employees with an overall performance rating of Fair will be put on notice that the next 1 year performance appraisal must show an overall improvement to Good; no improvement will be grounds for disciplinary action that may lead to termination. Supervisors are required to contact the Assistant Director of Human Resources for guidance on the disciplinary process.

**REVIEW:** At the time of the written review, the following steps should be performed:

- 1) Self-Assessment.** In preparation for conducting the performance evaluation, the supervisor will give the employee the actual **Employee Performance Evaluation and Development Plan** form to complete as a self-assessment. The employee should be given approximately 1-2 weeks to complete this form, with a firm due date to return the completed self-assessment to the supervisor. It is important that self-assessments be conducted in an environment where employees feel free to express themselves and complete the form honestly, without any perceived supervisory control or intimidation.
- 2) Prepare the Written Review.** Using information from the employee's self-assessment, personal observations, and input gathered from individuals the employee has had significant interface with during the past year, along with notes and information collected throughout the year, the supervisor will complete the **Employee Performance Evaluation and Development Plan**. The supervisor needs to read the self-assessment prepared by the employee to be aware of the employee's perspective. However, it is the supervisor's responsibility to prepare an accurate and justifiable assessment of the employee's job performance without bias. It is expected that a supervisor will not give unearned performance ratings to avoid conflict with an employee. Completed **Employee Performance Evaluation and Development Plans** must be reviewed by the supervisor's supervisor prior to the performance evaluation meeting with the employee. This allows for additional input and institutes some checks and balances over the process.

Supervisors must be truthful when evaluating an employee's performance. "Sugar-coating" negative comments or "nit-picking" is unfair to the employee. It not only makes it difficult to

coach or discipline the marginal employee in the future, but also has the effect of not communicating to the employee what is expected of him/her so that he/she has a fair chance of improving. Employees deserve the truth about performance. Supervisors need to keep detailed, accurate and objective notes throughout the rating period so that they can refer to specifics when completing the evaluation form and during discussions with employees. The annual review is not a time to discuss new issues. A performance evaluation should be a continuous process with feedback at the time of any incident and notes made for use in the annual evaluation.

- 3) Conduct a Performance Review Discussion.** The supervisor and employee should meet to: 1) review, discuss, and confirm each other's understanding of the Performance Factors and Rating Categories on the **Employee Performance Evaluation and Development Plan**; 2) recognize strengths and achievements; and 3) review status on areas needing improvement or recommendations for employee development.

The supervisor should schedule a time and a place to conduct the performance evaluation with the employee so that there will be no interruptions. The supervisor needs to devote full attention to the employee and the evaluation process. A performance evaluation session should take 30 minutes to 1 hour.

- 4) Finalize the Written Review.** If, during the discussion with the employee, the supervisor decides to change any performance ratings, a final version of the form should be prepared and reviewed by the supervisor's supervisor. The employee and supervisor should meet again to review the final form, and then each should sign and date it. The employee may also wish to add comments. The signed **Employee Performance Evaluation and Development Plan** should be sent to Human Resources (M-SC1-01) with the signatures of the employee, supervisor, and supervisor's supervisor to be placed in the employee's personnel file. The employee's signature on the evaluation form acknowledges that the employee has read the evaluation. It does not necessarily indicate agreement with the assessment.

**DEFINITIONS OF RATING CATEGORIES: *The following definitions should serve as guidelines for assigning evaluation ratings for Performance Factors in Part 1 as well as the Overall Rating.***

**Outstanding (4):** Employee is exceptional in all areas of responsibility. Performance significantly exceeds standards and expectations and can be considered a model for the department. Performance at this level is rare and would generally be recognized by peers, immediate supervisor, management, and others. This individual suggests and initiates improvements/changes and through his/her own performance has materially enhanced effectiveness of the department or work area. Performance is generally not equaled by others. For employee evaluations to retain credibility, supervisors should use this rating sparingly.

**Very Good (3):** Employee exceeds most position requirements. Performance at this level consistently exceeds standards and expectations and would generally be recognized by peers and immediate supervisor. Performance is characterized by notable skill, initiative and superior job knowledge. This individual's performance exceeds most other employees in the same or similar position.

**Good (2):** Employee consistently meets performance standards. The individual performing at this level is considered a fully competent, stable and skilled performer by co-workers and immediate supervisor. Employee may occasionally exceed job performance standards and expectations. This

level of performance is what would generally be expected from most competent, experienced employees.

***Fair (1)***

Employee meets some performance standards but is deficient in others. Performance does not consistently meet acceptable levels in all areas. Overall performance only meets the minimum standards and expectations. The need for further development and/or improvement is clearly recognized and expected. Performance at this level may cause the department and/or co-workers some problems or inconveniences, or tends to diminish the department's effectiveness and/or productivity. Performance at this level is characterized as "just getting by". Employees with an overall performance rating of Fair will be put on notice that the next 1 year performance appraisal must show an overall improvement to Good. No improvement will be grounds for disciplinary action that may lead to termination. Coaching and/or additional training by the supervisor are required.

***Unsatisfactory (0):***

Employee's performance is consistently unacceptable. It is inadequate and below minimum acceptable standards and expectations. There is considerable room for improvement. Performance is causing problems/inconveniences/hardships for the department and/or co-workers and is having a negative impact on departmental effectiveness and/or productivity. This level of performance cannot be condoned or allowed to continue. A continued overall performance rating of Unsatisfactory at the time of the next Interim Performance Review will be grounds for disciplinary action that may lead to termination.

***Not Applicable (N/A):***

Employee does not have an opportunity to use this skill.

(5/3/07)