

# 2016 NON-EXEMPT EMPLOYEES PERFORMANCE EVALUATION GUIDE

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## *A Guide for Supervisors and Managers*

### **INTRODUCTION:**

The value of your employees at the Institution cannot be overemphasized. The Institution's mission could not be achieved without a competent, motivated workforce. To that end, the performance evaluation review is one of the primary responsibilities of any supervisor and manager as this review is the most effective method of insuring a motivated, high performing workforce. This guide has been prepared to assist you in carrying out this important responsibility. A similar document has been prepared for and distributed to Institution employees. This evaluation process applies to all Non-Exempt Staff.

Performance evaluations are intended to measure the extent to which the employee's performance meets the requirements of a particular position and to establish goals for the future; strengthen the relationship between you and the employee; open up channels of communication; appraise past performance; recognize good performance; identify areas that might require improvement; enable you to assess your own communication and supervisory skills.

No effective performance evaluation is complete without some discussion and assessment of the employee's potential for professional and career growth. It is both yours and the employee's responsibility to meet on a regular basis to identify those paths, including any appropriate training avenues.

The key ingredients in a successful evaluation are: identifying job standards; being consistent in measuring and communicating the extent to which whose standards are being met; and providing opportunities for feedback and clarification.

### **PROCEDURE:**

The evaluation areas contained in the enclosed form are intended to serve as guidelines for discussion. The completion of the actual form is not as significant as the discussion of performance that will naturally occur, a discussion which should foster two-way communication between you and the employee. The appraisal document also becomes a record of that evaluation discussion for future reference.

The evaluation review form can be completed in one of several different ways as noted below:

1. You complete the form, which is reviewed with the employee. **ADVANTAGE:** This method may be the most familiar for you as the supervisor.
2. You and the employee complete the form together. **ADVANTAGE:** The employee has the opportunity to provide his/her perspective during the preparation of the evaluation form.
3. The employee completes the form as a self-assessment, while you complete a copy of the form separately. The forms are then reviewed together. While it is understood that your form is the official evaluation document, revisions to that form can be made at this time if appropriate.

ADVANTAGE: This approach frequently generates the most productive discussions, as both of you will have assessed the performance relative to job standards from your own perspectives, prior to the joint discussion.

Whichever method is used, agreement should be reached in advance on the approach. As you review the actual evaluation form to use as a guideline in assessing your employee's performance, please keep in mind that the **expected** level of performance is a rating of 3 on the rating scale. On this continuum of 1 to 5, a value of 3 demonstrates the performance has been **acceptable** and consistently meets the position standards. Deviations from a 3 rating should be documented specifically on the evaluation form.

Please provide your staff member with advance notice of the evaluation process, along with a copy of the actual evaluation form. Each employee should be provided sufficient time to reflect on their performance prior to the actual evaluation meeting.

### **EVALUATION DISCUSSION:**

The evaluation review must include a planned discussion between you and the employee. As the discussion should focus primarily on performance, please separate the performance discussion from mention of salary issues. The evaluation discussion should concentrate on the development of, or clarification of, clear performance criteria: what are the specific job responsibilities and what performance standards will be used to measure the employee's success in achieving them.

When giving feedback, it is useful to focus first on the positive aspects of the employee's performance. To reinforce the two-way communication process of successful evaluations, your employees should be encouraged to identify their most important achievements over the evaluation period.

An employee must also be informed of any incidents of marginal or unsatisfactory performance. When addressing these performance shortfalls, you may find it helpful, and less awkward, to seek the employee's input in identifying these deficiencies. Structuring developmental plans and agreeing to timetables that will improve performance should be arrived at together.

It is important to allow enough time **and** privacy during the evaluation process to permit ample opportunity for the employee to respond and contribute. Every attempt should be made to avoid assessments that are based on subjective impressions or in comparison with other employees under your supervision. The most successful evaluations concentrate on concrete examples of job performance.

The end result of a successful appraisal process is that you and the employee feel that the outcome has been fairly determined, using objective criteria related to the position requirements, and that you both have had the opportunity to respond to the assessment. While this will not always mean that the employee agrees fully with the results of the performance review, the employee should be able to sign-off on the form with the belief that the evaluation process has been communicated adequately. There is space on the evaluation form for the employee to add any comments.

The completed evaluation form is maintained in the employee's regular file in the Human Resources Office. If desired, the employee may receive a copy of the completed form.