ADMINISTRATIVE STAFF PERFORMANCE EVALUATION

A Guide for Supervisors and Managers

INTRODUCTION:

The value of the human resources 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 an efficient and effective operation.

This guide has been prepared to assist you in carrying out this important assignment. A similar document has been prepared for and distributed to Institution employees. This evaluation process applies to all Administrative 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 your responsibility to work with your staff 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 those standards are being met; and providing opportunities for feedback and clarification.

PROCEDURES FOR PREPARING THE ADMINISTRATIVE STAFF EVALUATION FORM

The Administrative Staff Evaluation Form is in two sections, one to be completed by you as the supervisor and the other by the employee. The evaluation areas contained in the 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.

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

EMPLOYEE EVALUATION DISCUSSION

The evaluation review must include a planned discussion between you and the employee. As the discussion should focus primarily on performance, please make every effort to separate the discussion from mention of salary issues. (Salary discussions during performance reviews have a tendency to skew the results in favor of exaggerated appraisals.) 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 timetables to improve that performance level 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.

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.