

Staff Performance Evaluation Process: Supervisor's Guide

Welcome Supervisors!

We have streamlined our new staff performance evaluation process. We strive to assist each other with daily tasks, as well as enhance our performance evaluation knowledge. If you are a supervisor and take part in the performance evaluation function, this guide will be helpful for you as you handle staff evaluation process. All Human Resource professionals and JSU supervisors must follow these steps in this guide as well as review the additional guides available on the HR website.

Additional Guides are available and located on the HR Website at <http://www.jsu.edu/hr/performance/index.html>.

- **Supervisor's Guide to Performance Evaluations**
- **SMART Goal Guide**

All evaluation forms are located in MyJSU > Employee Tab > Forms Library > Staff Performance Evaluation

For 2021 the following Performance Evaluation Forms are now available. You must determine which form to use by asking the following two questions:

- 1. Do I want this employee to complete a Self-Evaluation?**
- 2. Is this employee a Supervisor?**

2021 Staff Performance Evaluation Form (Non-Supervisory)

- This is for staff who do not supervise others
- No self-evaluation form is included

2021 Staff Performance Evaluation Form with Self-Evaluation (Non-Supervisory)

- This is for staff who do not supervise others
- Employee self-evaluation is included

2021 Staff Performance Evaluation Form (Supervisory)

- This is for staff who supervise
- No self-evaluation is included

2021 Staff Performance Evaluation Form with Self-Evaluation (Supervisory)

- This is for staff who supervise
- Employee self-evaluation is included

Staff Performance Evaluation Form Routing and Approval Process

In order to simplify the process, all previous evaluation documents are now included in the same Performance Evaluation Form. This will help supervisors manage one document instead of multiple documents as used in the past.

Performance Evaluation with Self-Evaluation Process Steps:

Step 1: The evaluating supervisor must initiate the form. He/She will enter the routing participants ensuring the correct JSU email is entered. The system will send the employee a generic email stating the self-evaluation has been sent for completion. The evaluating Supervisor must provide the employee with a deadline for completing.

Step 2: The employee will review each Performance Factor, provide their self-rating and enter comments to justify their rating. Once complete, the employee must electronically sign to route back to his/her supervisor.

Step 3: The Evaluating supervisor will review the employee rating/comments and enter their rating/comments for each of the Performance Factors. Ensure to provide specifics to substantiate the rating provided. If goals were established last performance year, enter those Goals/Objectives in Section II of the Performance Evaluation Form. Enter comments to outline the outcomes of the goal/objective (e.g. successfully completed, not completed with details of why, goal/objective removed with details of why).

Step 4: The Evaluating Supervisor will now electronically sign and route the Evaluation to THEIR supervisor.

Step 5: The next level supervisor will review the evaluation form and

1. Approve by electronically signing the evaluation form or
2. Return for Revision and notate the concerns he/she has identified. If the evaluation is returned, the Evaluating Supervisor must review the concerns provided and make necessary edits. The Evaluating Supervisor

will then re-sign and re-route to their next level supervisor.

Step 6: The Evaluating supervisor will schedule the Performance Evaluation Meeting with the employee and provide the employee with a printed copy of

1. The Performance Evaluation form, and
2. The employee's Position Description.

Step 7: The Performance Evaluation Meeting is held. The Evaluating Supervisor will enter the Supervisor Summary and agreed upon Goals/Objectives for the upcoming year. Once complete, electronically sign and route to the employee.

Step 8: The employee receives and enters his/her comments and electronically signs and routes back to his/her supervisor.

Step 9: Evaluating Supervisor reviews employee comments and electronically signs and provides to HR.

Step 10: HR receives the completed evaluation and reviews. The evaluation is uploaded to the employee's personnel file.

Please note that the electronic form does not auto-save. You must SAVE PROGRESS often to ensure your entries are saved. Should you need to exit the form, you can access via MyJSU – View Pending/Submitted Forms.

Performance Evaluation Form (NO Self-Evaluation) Process Steps:

Step 1: The Evaluating supervisor will review each of the Performance Factors and rate the employee providing specifics to substantiate the rating. If Goals were established last performance year, enter those Goals/Objectives in Section II of the Performance Evaluation Form. Enter comments to outline the outcomes of the goal/objective (e.g. successfully completed, not completed with details of why, goal/objective removed with details of why).

Step 2: The Evaluating Supervisor will now electronically sign and route the Evaluation to THEIR supervisor.

Step 3: The next level supervisor will review the evaluation form and

1. Approve by electronically signing the evaluation form or
2. Return for Revision and notate the concerns he/she has identified.

If the evaluation is returned, the Evaluating Supervisor must review the concerns provided and make necessary edits. The Evaluating Supervisor will then re-sign and re-route to their next level supervisor.

Step 4: The Evaluating supervisor will schedule the Performance Evaluation Meeting with the employee and provide the employee with a printed copy of

1. The Performance Evaluation form, and
2. The employee's Position Description.

Step 5: The Performance Evaluation Meeting is held. The Evaluating Supervisor will enter the Supervisor Summary and agreed upon Goals/Objectives for the upcoming year. Once complete, electronically sign and route to the employee.

Step 6: The employee receives and enters his/her comments and electronically signs and routes to HR for inclusion in their personnel file. The evaluating supervisor will receive an email notification that the evaluation process is complete. The supervisor can then go into their Forms History and view the completed evaluation including employee comments.

Please note that the electronic form does not auto-save. You must SAVE PROGRESS often to ensure your entries are saved. Should you need to exit the form, you can access via MyJSU – View Pending/Submitted Forms.

Supervisor Do's & Don'ts

The “Do” List:

- Be fair, accurate and support your ratings by evidence and examples.
- Give the employee the opportunity to comment on their performance review.
- Encourage employee to complete an Employee Self-Evaluation Form.
- Provide timely feedback, especially to marginal or poor performers.
- If an employee will have a poor review, ask an objective third party (another supervisor) for their views on the fairness and reasonableness of the review.
- Review should be balanced, i.e., good and bad aspects of performance (in totality).

The “Don’t” List:

- Do not use the review in a merely punitive or retaliatory way.
- Do not use the review to discriminate against employees on the basis of race, religion, age, gender, disability, marital status, pregnancy or sexual orientation.
- Do not use the results of the review as the sole basis to determine termination or promotion decision.
- Avoid inflammatory or emotive language in the review.
- Review results should be treated as private and confidential information. Record storage of your copies should be secure and controlled.

The One-On-One Meeting

How should I prepare for the meeting?

- Your performance meeting should be scheduled at a convenient time for both you and the employee.
- Schedule the meeting in a location that is free from distractions.
- Ensure that you have reviewed the employee's evaluation prior to the meeting and gathered any documentation to support your ratings.
- Remember, there should be no surprises!
- Print and provide to employee BEFORE sending electronically so you have the ability to make update/edit the Supervisor Summary and enter the agreed upon Goals and Objectives for the upcoming year.

Topic	Suggested Dialogue
Open the discussion	<p>Thank you for meeting with me. We are going to talk about where you are in relation to your development and key performance elements.</p> <ul style="list-style-type: none"> • Let's review your first key performance element.....accomplishments, etc. (refer to summary form) • How do you feel you are doing in this area? • Let me share some of my observations about your performance in relation to that key performance element. • What are some specific things you can do to improve upon this performance element? • What challenges are you facing in exceeding this performance element? • What support do you need to accomplish this? • To summarize, you are <u>(add rating here)</u> regarding this first performance element. <p>NOTE: Summarize each element stating where their performance is according to the measures taken and what they will do to accomplish the performance element. Repeat this for each performance element. If they have accomplished or exceeded a performance element, recognize this and praise them for their performance. As the supervisor, you also have the ability to update and/or recommend goals as needed during the year.</p>
Probe Performance Goals Progress and/or Self-Assessment Form	<p>Additional questions to consider: (refer to respective form)</p> <ul style="list-style-type: none"> • What has been a recent success? How did that work? How do you feel about it? • If we had to do "x" project all over again, what would we do differently? • If you could change the way you do your job, what improvements would you recommend?



Topic	Suggested Dialogue
Probe Performance Goals Progress and/or Self-Assessment	<p>Additional questions to consider:</p> <ul style="list-style-type: none">• What frustrations are you experiencing? What steps can we take to minimize the frustrations?• What skills, experiences, and/or knowledge would you like to obtain to position yourself for the future? <p>Let's review your first goal.....</p> <ul style="list-style-type: none">• Was it a strength or development area?• Which skill (competency does it relate)? Why was it selected? (so that.....)• How are you progressing on this goal?• What enhancements have you seen in this development area or strength?• What challenges are you facing with this goal?• What can we do to make sure you meet or exceed this goal?• What support do you need to accomplish this?• How can I help you? <p>NOTE: Repeat this for each goal. If they have accomplished or exceeded a goal, recognize this and praise them for their performance.</p>
Discuss other relevant topics.	Consider the evaluation meeting as an opportunity to share other important information in a face-to-face setting, such as your commitment to open communication. If the employee has work environment concerns, please offer to discuss.
Close the Meeting: Summarize next steps.....	<p>Summarize the next steps that you and/or the employee will take, such as, updating goals, registering for a course, taking on a project, etc.</p> <p>Thank the employee for their continued commitment to improve themselves, the department and the university.</p>