

FERRIS STATE UNIVERSITY

INSTRUCTIONS/GUIDELINES FOR STAFF EMPLOYEE PERFORMANCE EVALUATION

PURPOSES:

The performance evaluation program provides for periodic exchange of information about accomplishments and problems on the job. It provides a choice of factors to help the supervisor organize his/her observations, to assess individual performance in relation to standards for the job, to note aspects of work in which the staff member does well, and to note any areas needing improvements to meet departmental standards.

The evaluation provides a special occasion for the staff member and the supervisor to reach or renew their mutual understanding of the objectives of the department and the staff member's role . . . work standards can be clarified, training needs discussed, or effects of changes in the work can be noted.

WHO DOES THE EVALUATION:

The performance evaluation is conducted and completed by the staff member's immediate supervisor.

GUIDELINES:

1. Be open-minded in your opinions and let the individual realize that your appraisal is not unalterable and permanent. Be prepared to revise your opinions based upon new understandings which can develop during the interview. Be willing to learn about the employee and his/her job.
2. Listen attentively and ask questions about what you hear. Questions can avoid arguments and stimulate new insights. The employee being evaluated must do some talking if he/she is to express feelings and take initiative for self-improvement.
3. Be as forthright and candid as you believe you can be without having a disintegrating effect upon the employee.
4. Be self-critical. Before you criticize an employee for sub-par job, ask yourself frankly, "Has my leadership contributed in any way to his/her deficiency?"
5. Be specific. Vague generalities don't solve problems. Explain in a clear-cut language where the employee is falling short, what he/she can do to correct mistakes. Make sure he/she understands precisely what standards are expected.
6. Criticize the work, not the person. Try to avoid personalities when discussing an employee's job performance.
7. Comment on improvement. If an employee corrects a shortcoming which you have criticized, let him/her know you have observed improvement.
8. Emphasize strong points. The skillful leader plays to the strengths of employees. It is better for workers to develop special talents and skills than it is to spend all their time trying to correct weaknesses. Point out worker's deficiencies and help them try to minimize them. If you spend all your time helping to correct the negative, you will accomplish little in developing the positive.
9. An appropriate time and place, conducive to open communication, should be selected for the performance review.
10. Set goals. If a need for improvement is indicated as a result of the evaluation, formulate flexible and practical methods that will result in the improvement desired.

INSTRUCTIONS FOR THE EVALUATION PROCEDURE:

1. Carefully read and understand the Purposes and Guidelines.
2. Review the Evaluation form until each rating factor and all definitions are completely familiar to you.
3. Rate the employee by circling the appropriate letter factor.
4. An overall evaluation of "Needs Improvement", or "Unsatisfactory" requires comment.
5. Any individual factor rated "Outstanding", "Needs Improvement", or "Unsatisfactory" must be accompanied by documentation.
6. An Overall Evaluation of "Needs Improvement" or "Unsatisfactory" normally requires a follow-up evaluation within 90 days.
7. The supervisor must thoroughly review the completed evaluation with the employee and be able and willing to discuss the reasons for the various ratings. The supervisor should be prepared to revise his/her initial rating of the employee if new information is raised by the employee in the evaluation meeting.
8. The "Comments" space is provided for either the employee or the supervisor. Comments are encouraged and welcomed.
9. The Evaluation form should be filled out completely, signed and dated, and sent to the Office of Human Resource Development. Alterations or comments are not to be made on the form after the employee and supervisor have signed it.

NOTE: All completed, signed performance appraisals must be sent to the Human Resource Development Office (Prakken 150) for inclusion in the employee's personnel file.