

MANAGERIAL PERFORMANCE EVALUATION

Purpose

The purposes of the annual performance evaluation process are to provide useful feedback about job performance, to facilitate better working relationships, to provide a historical record of performance, and to contribute to professional development.

Continuous feedback of employee performance is an important aspect of the supervisor's job. By providing constructive feedback on a regular basis, the supervisor is giving the employee information about work performance and, if needed, allowing appropriate time to make corrections in performance and/or behavior. Regular feedback, through one-on-ones or other methods, avoids "blindsiding" the employee at evaluation time with an unsatisfactory review.

Preparation

To facilitate communication, it is important that both supervisors and employees prepare for the review session. The job description, which interfaces with the evaluation form, should accurately reflect these responsibilities and must be included. The supervisor should review the employee's job description for accuracy. An updated job description is required in the review form to Human Resources. A copy of an employee's job description can be requested from Human Resources.

Plan the communication; prepare questions that will be asked and try to anticipate concerns. Begin on a positive note. Emphasize what is valued, liked and appreciated about the employee. From there, move to discussing those areas that require improvement. Provide specific suggestions for improvement and examples of why improvement is needed. It may be appropriate to work with Human Resources to develop a separate Performance Improvement Plan (PIP) if performance is far below expectations or has been deficient over a period of time. Note though, a PIP can be implemented at any point in the performance cycle.

While it is important to discuss past performance, significant time should be spent discussing the future – including more effective ways to accomplish essential job functions and goals/results, and continued professional development. If the evaluation form is to provide an accurate track record of employee performance, changes in performance must be noted. Prior to the supervisor completing the review, the supervisor may consult others who also have knowledge of the employee's job performance because of interaction and collaboration. The employee may also complete the managerial evaluation form independently, prior to the scheduled session, from which to contribute to the process.

Promotion to New Position or New Hire

If the employee has been promoted to a new position, no increase is granted until the next performance cycle. New hires and newly promoted staff must wait one year in their current role to receive an increase.

Competency Definitions

Competency definition questions are provided for reference in the evaluation.

MANAGERIAL COMPETENCY DEFINITIONS

GENERAL MANAGEMENT ABILITIES & PRACTICES

COMPETENCY	DEFINITION
Planning	How well does this person establish goals, set priorities, anticipate problems, and otherwise plan work in her or his areas of responsibility?
Organization & Administration	How well does this person allocate, balance and integrate work? How well does she or he arrange and facilitate the accomplishment of tasks? How accurate and timely are reports? How well are administrative systems utilized and procedures followed?
Delegation	How well does this person delegate? Is work delegated to each subordinate on the basis of her or his capability? Are subordinates provided with the appropriate authority to complete the work delegated to them?
Follow-up & Control	How well does this person check and review work both while it is being done and after its completion? Is work accomplished with thorough and effective direction? Does this person pay appropriate attention to details?

INTERPERSONAL ABILITIES & RELATIONSHIPS

COMPETENCY	DEFINITION
Relationships with Students	How well does this person relate to students? Does she or he work to establish trust in dealing with students? Are student relationships friendly and courteous? Is this employee sensitive to student needs?
Relationships with Superiors	How well does this person relate with superiors? How hard does she or he work to establish relationships with superiors? Does she or he work to establish trust in dealing with superiors?
Relationships with Peers	How well does this person relate with peers? How hard does she or he work to establish relationships with peers? Does she or he work to establish trust in dealing with peers?
Supervision & Motivation of Subordinates	How well does this person relate to subordinates? How hard does she or he work to establish relationships with subordinates and motivate them? Does she or he delegate and monitor work properly? Does this person commit time and effort to train and develop others? Does he or she provide the guidance to others that will help to build a stronger work force for the University?

Holding Subordinates Accountable to Performance Standards	How well does this person establish job related standards and communicate them to subordinates? Does the person hold subordinates to the established standards? Does the person work with subordinates to identify areas that need improvement and develop improvement plans? Does the person address performance problems with subordinates, including discipline when appropriate?
Innovations in Productivity & Fiscal Management	Is the person creative in finding methods that improve the effectiveness and efficiency of the work unit? Does the person stay current in their particular field and bring modern business practices to the work unit? Is the person responsible in their use of resources?
Stimulation & Motivation of Others	How effectively is this person able to stimulate others to motivate themselves to higher levels of performance? How effectively is this person able to handle mistakes in a way which will help people learn and grow?
Performance Evaluation of Subordinates	Does she or he take the task of performance evaluation seriously? Does the person provide timely reaction to work performance? Does she or he motivate subordinates to improve performance by timely counseling and development? Does the person evaluate performance objectively?
Communication	How well does this person get her or his meaning across to others? Are verbal instructions and reports clear and concise? Are memos, letters, and other written communications accurate and well constructed? Does this person speak and write with some sensitivity to how his or her words might be taken by others? Does this person have good listening skills?

JOB SPECIFIC ABILITIES & ACCOMPLISHMENTS

COMPETENCY	DEFINITION
Problem Solving	How well does this person solve problems? Are proper goals established? Are alternative solutions considered and weighted? Are attempted solutions evaluated?
Decision Making	How well does this person make decisions? Are “reversible” decisions made quickly? Are “irreversible” decisions made on a timely basis but given proper and careful consideration? Does the person seek opinions, ideas, and suggestions of others?
Goal Setting & Achievement	Does this person commit to challenging, yet realistic, goals and subsequently pursue her or his achievement in an aggressive manner? Does the person set and meet realistic deadlines?

Job Knowledge	How aware is this person of the methods, techniques, and skills in her or his functional areas which are necessary for satisfactory performance?
Management of Resources	How well does this person utilize finances, budgets, facilities, equipment, supplies, and materials for the overall benefit of the University?
Standards & Quality of Work	What is the quality or lack of quality by which the manager performs management tasks? Does the person make expectations clear? Are standards set high enough to stimulate people to meet the challenge, but not so high as to discourage an attempt?

INSTRUCTIONS FOR COMPLETING THE MANAGERIAL EVALUATION

Step	Action	Responsible
1. Performance Competencies	a) Enter employee name. b) Complete the Managerial Evaluation Sections 1-3 by checking the appropriate box. Reference the competency definition questions (pages 2-4) as needed. c) Provide justification for any rating other than Satisfactory.	Supervisor
2. Job Description & Name	a) The Supervisor completes Overall Rating and Salary Recommendation. b) Enter name and attach a CURRENT job description. Work with Human Resources as needed on the job description.	Supervisor
3. Sections A & B (in accordance with the timeline)	a) Upon completion of Item 2 above, complete one of the following: <ul style="list-style-type: none"> a. An Overall rating of Needs Development (3) or Satisfactory (4) requires completion of a Development Plan (page 9). b. An Overall rating of Needs Improvement (2) or Fails to Achieve Expectations (1) requires a Performance Improvement Plan (PIP, page 10). b) The Supervisor conducts a face-to-face meeting with the employee and reviews performance justifications and appropriate plan. c) Supervisor and Employee sign off and date. Employee receives copy of evaluation. d) Supervisor forwards the current job description, evaluation and appropriate plan with all signatures to HR. e) It is the Supervisor's responsibility to ensure evaluations are complete & submitted to HR BEFORE THE DUE DATE .	Supervisor