

PERFORMANCE EVALUATION GUIDELINES

PLANNING

- Look at last year's evaluations to see how the employee was rated and to notice what improvements or regressions have taken place over the past year. Review any documentation you have kept over the last year on the employee to help refresh your memory on problems or special accomplishments.
- Plan the discussion. The employee's input into their performance management is very important. You should know how they feel about their performance and they should know that their feedback is important. Performance feedback should be an on-going process throughout the year, not something that is only discussed during evaluation time.
- Evaluations are not the place for surprises. Serious problems or concerns should have been brought to the attention of the employee earlier. If you have a serious problem with an employee that has not previously been discussed with him/her, consult with the Director of Human Resources before completing the evaluation form.

RATINGS

Your professional attention to this process is very important. How you rate and what you say should be a summary of an on-going, year-round dialogue and in alignment with your analysis of the employee's performance and behavior.

As an equal opportunity employer, OSU-Oklahoma City is firmly committed to evaluating employees in a fair and legal manner. The evaluation form contains legitimate objective factors. In order to avoid discrimination issues or complaints of unfair treatment, it is imperative that the supervisor's basis for rating performance is relevant to the job. Non-job related traits, such as gender, age, race, color, national origin, religion or disability should never be considered as criteria for employment decisions.

1. Be honest in your ratings. Your employees need and deserve:
 - To know what is expected of them
 - To know how to do their job
 - To be accountable
 - To receive continuous feedback to help them improve
 - Appropriate consequences and rewards
2. Honesty can be accomplished without the employee feeling as though they are being demeaned or being personally attacked. If you need to convey negative information during the discussion, be prepared to back it up with specific job-related examples. Your demeanor should always be professional and in a constructive, supportive and caring manner.

3. Base your evaluation on the overall period of time.
4. **Use of the Comments section is critical.** The purpose of comments include:
 - To provide written documentation and specific examples of the reasoning behind your ratings
 - To give the opportunity to note accomplishments and improvements
 - To specify areas in need of improvement.
5. Be sure to praise and acknowledge those areas in which the employee does well. Giving false praise or avoiding the communication of concerns can do more harm than good to the employee, to you as a supervisor and to the institution.
6. With areas that the employee may be struggling, state your expectations clearly. Tell the employee what needs improvement. Don't expect change in something if you don't make the employee aware there needs to be a change.
7. Staff performance evaluations should not reflect personal prejudice, bias, or favoritism on the part of the supervisor for the rating or review. It is important to be positive in all evaluation meetings.

DISCUSSION

- a) Choose a room or office where you will not be interrupted. Giving your full attention to the employee shows that you take this time with them seriously. Allow enough time for the discussion so that you are not rushed. Scheduling back-to-back discussions with multiple employees is not a good idea. You will have no energy left for the last person, and they will know it. Try to limit it to three or four in one day.
- b) Discuss the information provided in the evaluation by the employee and supervisor.
- c) If there is a disagreement, listen to what the employee has to say. Acknowledge that there is a disagreement and if the employee wants to, they can include written document can be turned into HR and placed in their personnel file. The employee should understand that regardless of the disagreement, he/she is expected to perform to acceptable standards. The supervisor does not have to seek agreement or engage in arguments. Make sure your expectations are clearly understood and then move on.
- d) Work collaboratively with the employee to discuss the specific goals for professional growth and improvement. Make recommendations, but seek feedback from the employee. This could involve additional training, developing priorities, or more guidance, coaching or communication from you. Make sure goals are meaningful and realistic.
- e) Conclude the discussion on a positive note.
- f) Be sure to follow-up on goals and objectives for improvement. Provide continuous feedback throughout the upcoming year
- g) If the overall rating (on summary page) is below a 3, a written performance improvement plan will need to follow the evaluation (upon consultation with the Senior Director of Human Resources).