Supervisor’s Guide to Performance Management:
Performance Evaluation

What is Performance Management?
Performance management focuses on the supervisor's basic responsibility of encouraging results through the efforts of other individuals and is the foundation of performance excellence. Effective performance management is an on-going process which involves the position description, performance evaluations, corrective action, and rewards and recognition through a coaching model.

What is a Performance Evaluation?
A performance evaluation is a tool which provides the employee an assessment of his/her performance on the essential job functions, global competencies and supervisory factors (when applicable). The essential job functions and global competencies are taken directly from the position description linking the two forms together to provide the background for successful performance management. It is the immediate supervisor’s responsibility to ensure the performance evaluations for their employees are completed within the required timeframe.
A performance evaluation:

1) Provides feedback to employees about their successes and opportunities
2) Allows supervisors to recommend areas for growth (trainings, professional development seminars, conferences, etc.)
3) Sets clear performance goals for the upcoming evaluation year
4) Provides documentation to support promotions, transfers, corrective actions and terminations
5) Provides information for the determination of eligibility for:
   • Merit or pay increases/promotion
   • Distinguished Staff Award
   • Service Excellence Award
   • Sick Leave Pool usage

The following are steps to creating an effective performance evaluation plan:

1) Develop a position description.
2) Communicate position expectations to the employee.
3) Create and update the employee performance file.
4) Send the employee an **Employee Self-Assessment** ([http://www.depts.ttu.edu/hr/forms.php](http://www.depts.ttu.edu/hr/forms.php)) to complete 30 days in advance of the performance review. This should be sent back to the supervisor prior to the performance review.
5) Review the employee’s self-evaluation.
6) Complete the performance evaluation.
7) Review the performance evaluation with upper management.
8) Send completed performance evaluation to employee for review prior to session.
9) Conduct a review session with the employee.
10) Include follow up and continual feedback throughout the year.
Section 1: Employee Information

Evaluations should be completed:
- Within 3 months of new position (optional)
- After completion of initial 6 months of service
- Annually within the designated evaluation period
- Follow-up review after an employee receives an overall rating below a 4.0
- Any time a supervisor deems necessary to assess performance

Section 2: Instructions:

Attention should be brought to the instructions section, including:
- Form must be typed
- This evaluation is for staff, including supervisors and faculty with supervisory duties. All faculty will also receive a faculty evaluation.
- Comments are required for all ratings
- The performance evaluation is linked to the employee’s position description in that the essential job functions have been added and will be rated individually
- If the employee is a supervisor, utilize the “Supervisory Factors” on the form. If they are not, select N/A
- The supervisor/manager and second level manager will review and sign the evaluation prior to presenting it to the employee
### 7 Point Rating Scale:

The performance evaluation provides a wide range of performance level ratings (1-7) allowing a more precise assessment of an employee’s job performance.

The **Staff Performance Evaluation** is located on the HR Website under HR Forms at [http://www.depts.matthephttu.edu/hr/forms.php](http://www.depts.matthephttu.edu/hr/forms.php).

### Section 3: Essential Job Functions

Including the essential functions on the evaluation allows the supervisor to more accurately assess the performance of each employee according to what is specifically required to accomplish the job.

Copy & paste the essential job functions from the employee’s Position Description. Rate each essential job function.

All ratings require comments.

### Section 4: Supervisory Factors

All ratings require comments.

If employee is not a supervisor, select N/A.
### Section 5: Global Competencies

All ratings require comments.

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### Section 6: Development, Goals and Comments

Provide the employee with any additional feedback.
**Section 7: Acknowledgements**

All performance evaluations must be reviewed and signed by both the supervisor/manager and second level manager prior to presenting to the employee.

Signatures of supervisor/manager and second level manager indicate they have reviewed and agree with the contents of the performance evaluation.

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<th>Signatures of Supervisors</th>
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<td>This evaluation is based on my observation and/or knowledge of the employee’s performance.</td>
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<td><strong>Evaluator Name (Printed)</strong></td>
<td><strong>Evaluator Signature (Supervisor/Manager)</strong></td>
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<td>Date:</td>
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<td><strong>Next Level Management Name (Printed)</strong></td>
<td><strong>Next Level Management Signature</strong></td>
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<td>Date:</td>
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**Employee Acknowledgment**

I have reviewed and agree with the contents of this evaluation.

| **Employee Name (Printed)** | **Employee Signature** |
| Date: | Date: |
Performance Evaluations with Overall Rating Below 4.00:

If an employee receives a performance evaluation score below a 4.00, a Performance Improvement Plan must be created and given to the employee during the evaluation review session. The template of the Performance Improvement Plan is located on the TTU HR website (http://www.depts.ttu.edu/hr/forms.php) under Forms/Performance Management. The employee should receive a copy of this form, along with Human Resources.

In addition to the Performance Improvement Plan, a follow up evaluation must be completed within 90 days of the initial evaluation scoring below a 4.00. This evaluation must be reviewed with the employee and submitted to Human Resources.

Completed Performance Evaluations:
After the performance evaluation is completed, a copy of the evaluation will be distributed to:

- **Employee**
- **Human Resources** - email copy to hr.evaluation@ttu.edu

The original copy of the performance evaluation is maintained in the department.

Things to Avoid When Completing a Performance Evaluation:

- Addressing time taken off due to sick leave, FMLA
- Medically related or disability issues
- Not proofreading
- White out/changes
- Using opinions or feelings (factual information only)
- Forgetting to have employees sign additional pages

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The **Staff Performance Evaluation Form, Supervisor's Guide to Performance Management: Performance Evaluation**, and **Staff Performance Evaluation Sample** can be located on the TTU HR website under Forms/Performance Management (http://www.depts.ttu.edu/hr/forms.php).

Please contact Human Resources Talent Management at 742-3650 for any questions or assistance.