



Performance Evaluation Information Sheet

A supervisor's role typically involves two elements: supervisory and managerial. The managerial element is the day-to-day working practice to assure that the unit is accomplishing its goals to the maximum possible. The supervisory is input to individual employees and the staff as a whole with regard to expectations, goals, and performance appraisal.

Performance appraisal is critical to the success of any unit and a key element to employee development. It also is one of the most complex aspects of supervision. Competent appraisal involves the supervisor setting goals and standards, clearly communicating performance expectations, assisting staff in accomplishing the job to be done, and evaluating the results. This formal review process is designed to work with and encourage the informal day to day practice of performance management.

The University of Wisconsin - Madison requires that employees receive a formal performance evaluation once a year with new employees receiving reviews as part of their probationary process, which typically is sooner. The outcome of the review process will be used to identify employee development needs and opportunities, while also supporting salary adjustment, promotion, and employment decisions. When done well, the performance review itself holds no surprises either to the supervisor or the employee.

THE PERFORMANCE EVALUATION PROCESS

Step One: Hold a Planning Meeting where you can share and discuss your expectations and the performance appraisal process.

A. Job Functions and Goal Development - discuss your expectations as a supervisor.

B. Solicit Input from Customers and Stakeholders as Necessary – relate stakeholder feedback to your expectations.

C. Key Points to Address during the Meeting

- Seek understanding on job duties, assignments and priorities.
- Affirm strengths and accomplishments.
- Clarify goals and requirements for the future.
- Discuss development needs.
- Schedule time for the Review Meeting.

D. Indicate that a Review Meeting will be held annually to share the results of the performance evaluation for the rating period and to review and sign.

Step Two: Complete the Performance Evaluation. It is advised that you brief your Director, Dean, or Department Head.

Appraisal requires you to make judgments, which may be prone to different interpretations. In order to keep consistencies and misunderstandings to a minimum, base your assessment on your daily or weekly record of employee performance compared against the objectives, assignments or requirements you have previously communicated in your ongoing planning process. Take into account improvements made by the employee in response to your coaching or training. Consider the rating period as a whole and the degree of control

exercised by the employee over their work. Previously not communicated standards or expectations are not a fair basis for judgment.

Instructions for filling out the *Performance Appraisal* form:

Employees are appraised using five levels (Not Meeting Expectations, Partially Meeting Expectations, Developing, Successful, & Exemplary). Under each applicable area of responsibility, indicate your rating of the employee's performance during the rating period. Define the difference between rating levels with this guide and your own specific job related standards:

1. **Not Meeting Expectations**- The employee is not meeting expectations or goals.
 2. **Partially Meeting Expectations** - Sometimes meets the requirements of the job but does not meet key some key expectations and goals.
 3. **Developing** - The employee is in the learning curve and has not mastered key job responsibilities.
 4. **Successful** - Fully competent and efficient in role. Employee regularly meets and sometimes surpasses expectations and goals.
 5. **Exemplary** - Consistently surpasses expectations and goals, and achieves beyond regular assignment in all areas throughout the performance cycle. A role model for others and demonstrates mastery of skills and tasks involved.
- A.** Under the **Job Functions and Standards as well as the Goals** sections, write job specific standards and or expectations which apply to the rating you are giving. The employee's position description and/or position vacancy listing should be used as a tool to develop the standards and expectations.
- B. Complete all Parts (or list out Goals, Behaviors for Success, and Additional Performance Information)**
- C. Complete the Overall Performance Appraisal Rating and the Employee's Job Duties, Goals, and Development Plan for Next Appraisal Period.** Under the Comments by Supervisor section provide an overall summary of your basis for judgment, examples and/or reasons for the overall rating.

Step Three: Hold the Review Meeting to share and discuss the results of the performance appraisal.

- Clarify your basis for rating.
- Review the job duties, goals and development plan.
- Give the employee an opportunity to write comments (optional), and then ask the employee to sign the form to denote that the interview took place, and returning the form to the supervisor. (Note: the employee may prefer to take a day or two to review the form and make comments).
- Reviews and discusses employee comments with the employee, and share the entire result with any appropriate administrator. The supervisor provides a copy of completed appraisal to Human Resources and the employee, and retains a supervisor's copy.

Step Four: Follow up your appraisal planning process by informally reviewing throughout the year the progress made on goals and assignments established in the goal section of the appraisal. The campus also requires a mid-point evaluation be conducted and documented once a year.

In addition, it is important to recognize that combining performance and development in the same process and meeting can be difficult; therefore, take the opportunity for continued development throughout the year, with frank, open conversations that are easier to have when they are not also part of an explicit evaluation process.