

Supervisor Forms

Performance Appraisal Forms: An appraisal form is enclosed to be reproduced for each employee in your unit(s). Please distribute the form, a copy of this memo, and Evaluation Process Procedures to the employee's immediate supervisor (the person who will be completing the form). You may wish to use a copy of last year's form for positions that have not changed substantially over the past year, or if you would like a copy of the most current job description, please contact Phyllis Clevenger at: pacleven@mtu.edu or 487-2280.

Performance Appraisal Process Guidelines: This document details the procedures to be followed during the process.

Performance Appraisal Form Guide: This guide is designed to help clarify the Performance Appraisal form. It explains the form item by item and the requirements for each.

Employee Form

Self-Appraisal Questions: These questions can be very useful to prepare your employees for the appraisal interview. A copy of this form should be provided to each employee well in advance of the appraisal interview and should be used as part of the appraisal process.

Disposition of Forms

If you are going to use this tool, please keep a copy for your records. Keep in mind this may be an effective tool for supporting documentation for compensation considerations.

Performance Appraisal Process Guidelines

1. **Distribute evaluation forms, guides, and procedures to all supervisors in your area.**
2. **Immediate supervisor distributes "Self-Appraisal Questions" form to all employees** well in advance of the performance appraisal interview. The completed form should be used as part of the appraisal process.
3. **Immediate supervisor and employee complete "Duties/Responsibilities"** section of the form, resolving any differences in understanding of these items for the current year.
4. **Immediate supervisor completes evaluation.** Use of written comments is important when performance did not meet expectations (employees should understand what they need to do in order to improve).
Note: Supervisors are encouraged to insert a step prior to this in which the employee completes the appraisal, thus providing a "self-evaluation" for comparison to that of the supervisor.
5. **Contents of the completed form are discussed with each employee** in a confidential setting.
6. **Employee signs the evaluation.** The signing does not indicate he/she agrees with evaluation, only that he/she has seen it. Employees may provide their own written comments on the form. If an employee refuses to sign, the supervisor notes the date and time of the meeting and indicates "employee refused to sign" on the last page of the form.

Performance Appraisal Form Guide

Page 1

Major Duties and Responsibilities – This should be completed as a collaborative effort between the employee and the immediate supervisor for the current fiscal year. This can include standards, or goals and objectives.

Performance Standards: Standard used to measure performance of tasks and activities which are performed over and over. For example, answering the phone within three rings.

Performance Goals/Objectives: Based on tasks or activities that, once completed, are replaced with other tasks or activities. For example, installing a new computer system, coordinating a project to renovate a building, etc.

Level of Performance – To be completed by immediate supervisor. The rating guidelines are supplied at the end of this section. It is acceptable to use “+” or “-“along with the rating, for example, “FS+”.

Comments on Performance – To be completed by the same person who completes the Level of Performance. Make any comments necessary regarding the employee’s performance relative to the duties and responsibilities.

Goals and Objectives from Previous Appraisal Period – List and comment on last year’s goals and objectives, level of performance, and any comments that are applicable.

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Other Contributions – List and comment on duties and responsibilities not listed above. Examples might be: holding office or major participation in a work-related professional organization.

Pages 2 through 5

Job-related Performance Factors – These 17 factors are based on a continuum, so it is acceptable to place a mark between two of the ratings. For example, for Job Knowledge, the rating may be between Fully Satisfactory and Excellent.

If the factor is not applicable to the individual job, check the box marked “Not Applicable”.

Comments are strongly encouraged.

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Professional Development Activities – Employee should fill out this section, recording all of the workshops, conferences, and continuing education sessions they have attended. Departmental and University committee assignments should also be listed here.

Overall Job Performance Rating – This should be the “sum of all individual factor ratings. The overall rating should be in agreement with the individual ratings. For example, if an employee received 12 ‘Fully Satisfactory’ ratings, one ‘Does not meet minimum expectations’, and five ‘Excellent’ ratings, an overall rating slightly greater than Fully Satisfactory would be appropriate.

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Performance Feedback and Suggestions for Improvement – This section provides both employee and supervisor the opportunity to discuss short- and long-term goals for the employee, along with opportunities for growth and development. New standards, goals, and objectives and/or development plans can be stated here.

(continued on next page)

Signatures – The appraisal **MUST** be shared with the employee. Employees are then asked to sign the form and are given an opportunity to formally comment. An employee’s signature says he/she saw the form, not that she/he agrees with it.

The signature by the immediate supervisor is the conclusion of the review.

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My Performance Improvement Plan – This **optional** form can be completed by the employee and supervisor together to create a detailed description of improvements that need to be made, action that is required, target dates for completion, and progress toward improvement. It can also serve as a follow-up form to be sure that sufficient progress is being made toward the agreed-upon goals.

Rating Guidelines

Does not meet minimum expectations/Unsatisfactory

Overall performance indicates the employee fails to accomplish assigned position duties, and/or uses job-related skills in an inadequate manner; requires an inordinate amount of direct supervision in order to produce work of acceptable quality and quantity. Employee fails to comply with expectations of the position. The employee may possess the talent to earn a higher rating with special training, coaching, and professional development. If progress toward a satisfactory rating is not made, consultation with the appropriate Human Resources representative will be sought, and appropriate disciplinary action will be taken, up to and possibly including termination. Documentation needs to be maintained relating to unsatisfactory performance.

Meets Minimum Expectations but Improvement is Expected/Developing

Performance is at minimum job requirements, but improvement is anticipated. Requires an extra amount of direct supervision in order to produce work of acceptable quality and quantity.

Fully Satisfactory

Overall performance is characterized by acceptable quality and quantity of work in the accomplishment of position duties; uses job-related skills in an acceptable manner; requires a degree of supervision that is typical for the position.

Excellent

Overall performance is characterized by high quality and quantity of work in the accomplishment of position duties; uses job-related skills in a more than acceptable manner; assumes responsibilities which are beyond the position requirements; requires a degree of supervision that is less than typical for the position.

Not Applicable

If the factor is not applicable to the individual job, check the box marked ‘N/A’. A choice of ‘N/A’ is not permitted unless the box is present.