

FYI

Supervisors Responsible for Conducting Performance Reviews

The Appraisal Process

In preparing for the actual dialogue with the staff member, take time to review your completed evaluation form and the employee's Pre-Evaluation Appraisal Form (OS) or Worksheet (PAT). Plan exactly what topics you will discuss in the meeting. Walking into a performance review without thinking about the discussion that will occur will lead to an ineffective review. Take time to:

- Read and respond to the Pre-Evaluation Appraisal Form or Worksheet.
- Gather the necessary objective data and review it.
- Decide on the critical elements of the review.
- Write down the major points you want to discuss.
- Set aside enough time for the meeting, allow a minimum of thirty (30) minutes.
- Allow no interruptions.

The first thing you should do in conducting the actual review is to explain the overall purpose of the performance evaluation, i.e., telling the staff member how they are doing. Tell the staff member what is used to determine his/her performance; review the job description, his/her performance and behavior on the job, and the goals and objectives set at the staff member's last evaluation. Together, look at the data. Where did the staff member meet the objectives? What specific strength(s) made it possible? If the staff member's performance was unsatisfactory or needs improvement, ask him/her to explain why. Summarize how the staff member is doing overall. Review objectives and goals for the next evaluation period and set a time frame for completing them. Respond to the staff member's comments on the Pre-Evaluation Appraisal Form.

Remember evaluations are important to the individual. Future promotions and salary increases may depend on the items discussed on the forms. Careful consideration of each question, objective review of the individual's performance, and the timely submission of the form(s) are vital to both the individual and the University System.