

**A SUPERVISOR'S GUIDE
TO THE
STAFF PERFORMANCE EVALUATION PROGRAM**

The purpose of the Performance Evaluation is many fold: specifically it is required by contract which provides that records be maintained on the individual efficiency of the employee. In addition, if used properly, the performance evaluation program can be one of the best tools a supervisor can use in increasing the productivity and efficiency of the employees.

One of the most important supervisory responsibilities is to judge subordinates accurately. It should be your accurate appraisal of the employee's performance. The performance evaluation provides the basis for awarding permanent status or implementing rejection. It

EVALUATING THE PROBATIONARY EMPLOYEE:

The probationary, or working test period, is the final and most important stage in the selection process of quality employees. By the end of the probationary period, supervisors should have complete confidence that the probationary employee being evaluated fully meets or exceeds University performance standards in every important factor if he/she is to be recommended for permanent status. It should be noted that probationary employees may be released at any time during their first year of service, normally without appeal, if in the

5. Evaluate on the experience of the entire rating period - it is better not to consider only single accomplishments or failures, or the most recent performance.

On the other hand, single instances of faulty or brilliant performance should not be ignored. They should be considered in context with the **total** performance for the period.

6. "Seniority" is not a part of a performance rating. Although length of time in a position should affect performance, it may not. Only as the employee improves in (e)h o0(r)7(o)2(o)106(t

4. Decide what you want to accomplish in the session and have clearly in mind the performance criteria used, your reasons for giving the specific rating, and what improvement is needed or possible.
5. Consider the employee's point of view. Anticipate what his/her reaction to the discussion might be. Remember each employee is different and each will react differently in the appraisal session.
6. Be in a good frame of mind. If you are angry or upset, delay the session to a more appropriate time.
7. Have necessary forms or factual information ready to present at the proper time. Having to search for such information during the session is distracting.

3. **Consistent Severity**

Some appraisers tend to be “too tough” on people because they believe in upholding extremely high standards. They rate people low and feel that few can reach the standards.

4. **Central Tendency**

Another type of appraiser refuses to “stick his neck out” and so rates everyone right down the middle.

5. **Prejudice**

Sometimes strong personal feelings toward the person being rated influence the appraiser’s judgment.

6. **Day-to-Day Variation in Point of View**

Just as an appraiser’s outlook on things in general may vary over a period of time from optimistic to pessimistic, so also may his/her attitude fluctuate toward a given individual.