

Oregon Institute of Technology

COMPLETING A PERFORMANCE APPRAISAL
Instructions for Supervisors

For Employees in Classified Information Technology Positions
Represented by the SEIU/OPEU

Introduction

Evaluation Period: The beginning and ending dates for the period covered by the evaluation.

Salary Eligibility Date: The date the employee is eligible for a merit increase.

Salary: Check whether the employee's salary is "at or below" the control point of the salary range, or "above" the control point.

Rating: Check whether the evaluation is for completion of trial service, annual review, or documentation for a special merit increase.

Competencies

The following categories represent the knowledge, skills, and abilities of information technology workers that are known to be critical to business success:

- Technical Knowledge
- Work Coordination
- Problem Solving/Prevention
- Communication & Service
- Accountability

Competencies provide a road map so employees understand the knowledge,

At the beginning of the performance appraisal period, the supervisor and the employee should discuss the competencies and performance standards upon which the employee will be evaluated. If the employee has input in developing the standard, the supervisor can expect fewer disagreements or disappointments later.

Rating

At the end of the performance evaluation period, the supervisor shall consider the employee's performance and select the rating level that most accurately describes how well the employee typically performed in each area of responsibility. The supervisor may request input from the employee.

Rating Levels

Consistently Exceeds Standards: Consistently exceeds all performance expectations/objectives. Highly skilled in relation to technical requirements of the job. Regularly produces expected accomplishments in all areas of responsibility. Meets difficult challenges. Demonstrates sound judgment and decision-making abilities.

Meets Standards: Consistently meets all job standards and may occasionally exceed performance expectations or objectives. Demonstrates effective performance and is fully qualified to perform job duties with the appropriate amount of direction. Consistently performs in a reliable and professional manner.

Does Not Fully Meet Standards: Has not consistently met job requirements, and may occasionally demonstrate unsatisfactory performance. Has not successfully performed tasks of the job in all areas of major responsibility. May have the ability to complete most assignments, however, immediate improvement and further development must be demonstrated. If this level of performance continues, an Improvement Plan may be required.

Performance on each standard should be examined and evaluated separately. Do not attempt to determine an overall rating across all standards at this time.

Comments

The supervisor may record any remarks or explanation of the employee's performance or rating. This commentary will enable the employee to understand why the performance was rated as it was.

Performance Objectives

Performance objectives are the heart of the merit pay program. This section records reasonable outcomes or projects for the employee to accomplish during the upcoming appraisal period. There is no restriction on the number of objectives that the supervisor and the employee develop for the next evaluation period. Identify as many as you need, but make sure the workload is realistic.

Good performance objectives meet the following **SMART** criteria:

S = Specific

State clearly what is to be accomplished in concrete terms that can be easily observed and mutually understood.

M = Measurable

Objectives should be quantifiable, stating exactly what the criteria for success is, how that success will be tracked and measured, and whether the measurement tools are available.

A = Attainable

Can the result be realistically achieved? (Is the process used workable and within the employee's control? Are the needed resources available? Is the time frame reasonable? Is the objective a "reachable" stretch?)

R = Realistic

Based upon the employee's knowledge of the job, the objective should be linked vertically to the organization's goals, as well as being difficult, yet feasible.

T = Time Bound

Each objective should have a clearly defined time frame. Studies have shown that good planning gets good results. Following are several alternative methods to develop performance objectives:

- The supervisor and employee together may develop the objectives; or
- The supervisor and employee may develop the objectives separately, then meet and make modifications; or,
- The supervisor develops the objectives and reviews them with the employee.

Allow for flexibility when writing performance objectives. They will need to be adjusted when work priorities change. (Sample objectives and performance standards are offered on page 6.)

Although writing objectives will take time

effectiveness.

Sample Objectives and Performance Standards

EXAMPLE #1

Objective: (Critical) Coordinate the technical aspects of the Alpha project and ensure the project is complete

Rating

At the end of the performance evaluation period, the supervisor considers the employee's performance and selects the rating level that most accurately describes how well he/she accomplished that objective. Written performance evaluation is required prior to awarding a performance based salary increase. Performance on each objective should be examined and evaluated separately. Do not attempt to determine an overall rating across all objectives at this time.

Comments

The supervisor may use this space to record any remarks or explanation that supports the achievement level indicated. This commentary will enable the employee to understand why the performance was rated as it was.

This section should include a description of any extraneous factors or unanticipated events that complicated or inhibited the employee's ability to achieve the desired result(s). In addition, if revisions are made to original objectives and standards, state the reason and the adjustment here.

Discussion of How Work Was Performed

If how the employee performed the job had an impact on the work

If the employee receives less than a satisfactory evaluation, the supervisor should meet with the employee within thirty (30) days of the evaluation to review, in detail, the alleged deficiencies.¹

If an employee is rated "Does Not Fully Meet Standards" and the supervisor recommends withholding the performance increase, the

Commentary Supporting Summary Rating

This section provides an opportunity to emphasize, expand, or clarify the overall rating. This commentary will enable the employee to understand why the performance was rated as it was.

Developmental Needs/Plans

Providing employees with training and development opportunities encourage good performance. Training strengthens job-related skills and helps employees keep up with changes in technology. The supervisor and employee should reach agreement on needed development, resources needed to enable the employee to perform at the desired level, and steps to improve performance. Supervisors may wish to help employees find ways of satisfying their own professional interests and meeting the objectives of the organization at the same time.

Employee Signature: The signature of the employee does not signify agreement with the review, but only that he/she has read the evaluation.⁴

Employee Comments

This section provides an opportunity for the employee to record remarks about any aspect of the performance appraisal. All written comments provided by the

Communicating with the Employee During the Evaluation Period

- A fundamental component of successful evaluation is regular communication between the supervisor and the employee. Building work relationships is essential to achieving desired results. Regular two-way communication between the employee and supervisor helps build this relationship.
- Brief discussions should take place whenever appropriate. Formal sessions should be scheduled at least once during the evaluation period, and preferably quarterly, to discuss what is going well and what can be improved.
- Use these sessions to describe rather than evaluate performance. Inquire about any changes in the work situation since the previous discussion. Determine if there are any obstacles blocking success. Ask about resources that the employee may need to accomplish their objectives. Acknowledge accomplishments during this period. Discuss new priorities in the department so the employee can re-focus efforts, if appropriate. Modify plans in response to changes.
- It is important for both parties (supervisor and employee) to maintain open communication in order to keep each other informed of work progress and work together to resolve problems when they occur. It is far better to resolve problems when they are small, before they become “disasters.”
⁴ Article 57, Section 2. ⁵ Article 57, Section 2.
- A key principle that encourages employees to accept constructive criticism is to be “hard on the problem, and soft on the person.” The focus should be on correcting the problem or behavior, not on punishing the employee. The performance evaluation is an assessment of performance and should not be punitive. The performance evaluation should not be the place where the employee first hears about disciplinary action.
- A useful motto for the performance appraisal should be “no surprises.” Through this approach, you can reduce the likelihood of the employee becoming emotional during the review.
- Strive to provide continual feedback concerning expectations and performance. When things are going well, discuss how and why this is so. When things are not going well, discuss what needs to be done to make them right. When an employee is not doing things properly, get together and plan what needs to be done to correct the matter. If there is a performance gap, help the employee understand the cause and the action necessary for correction. Support plans for professional development.

- By providing feedback on a continual and timely basis throughout the evaluation period, the supervisor establishes the groundwork for indicating that there is a performance problem.

Annual Review

- Schedule a meeting with the employee. (Although a self-assessment is not required, including it may provide the employee with a greater sense of participation in the process.) During the meeting, review the evaluation and facilitate an open exchange of informatio