

## **POLICY STATEMENT**

### **Georgia Southwestern State University SUPPORT STAFF PERFORMANCE EVALUATION PROGRAM**

Performance evaluation is an important aspect of personnel management because it facilitates professional growth and institutional improvement. The primary objective of the University's performance evaluation process is employee development through methods which identify actions required to promote more effective job performance and maximize employee potential. The performance evaluation process incorporates not only a review of past performance, but also provides an opportunity to identify performance goals for the future. Evaluation is an ongoing process, and comments about individual performance are best communicated at the time of specific observation. A formal performance evaluation, however, is required on an annual basis.

The purpose of the annual performance evaluation is to encourage and facilitate improvement in the job performance of all employees. It provides a documented record of the employee's job performance, a means of defining strengths and weaknesses in job performance, and an opportunity for communication between supervisor and employee on the subjects of job requirements, work expectation, and potential for personal development. The performance evaluation specifies the direction for work improvement, assures the employee that objective criteria are used in performance assessment, demonstrates that exceptional or unsatisfactory performance will be noted, and expresses the supervisor's and University's continuing appreciation of good performance.

The annual evaluation must include a face-to-face meeting between the employee and the employee's immediate supervisor to discuss position responsibilities, performance expectations for the future, and the performance ratings. The written record of the evaluation should be reviewed by the next level of supervision. Department heads are required to affirm by the time salary recommendations are submitted that all performance evaluations have been conducted and copies are on file in the employing unit and in the Office of Human Resources. The written records of all employee evaluations are subject to request under the Georgia Open Records Act.

**GEORGIA SOUTHWESTERN STATE UNIVERSITY  
PERFORMANCE EVALUATION PROGRAM REGULAR CLASSIFIED  
HOURLY SUPPORT STAFF**

**GUIDELINES AND PROCEDURES**

**PERFORMANCE EVALUATION CYCLE**

The performance evaluation process begins at the time of hire. The supervisor should meet with the employee to discuss job responsibilities, performance goals/objectives, and work standards. The supervisor should seek employee input and encourage active participation.

The performance evaluation form must be completed by the employee's immediate supervisor at the end of the employee's six-month probationary period, annually thereafter for the period February through January, except where performance requires more frequent review, when job responsibilities change substantially, and when employment ends. The annual evaluation process must be completed before the end of March.

**SUPERVISOR INSTRUCTIONS FOR EVALUATING PERFORMANCE**

The supervisor will evaluate the employee's performance for the entire rating period based on review of the job description, performance expectations described to the employee and personal observation of an employee's performance. Supervisors are to consider the total performance for the entire evaluation period; considering specific incidents but not allowing one or two such incidents to outweigh the overall work performance. Evaluate the work performance of each employee on individual factors. Every effort should be made to be objective, fair, thorough, accurate, and directed toward employee development.

**PERFORMANCE EVALUATION CONFERENCE**

The performance evaluation conference is a face-to-face meeting to review the evaluation form and to discuss performance expectations for the future. The formal evaluation conference should be held in a quiet location where the supervisor and the employee may review the document and talk candidly without interruption or intrusion. Supervisor comments should address objective responsibilities of work performance, be constructive in tone, and stress employee development and growth. However, the supervisor should also honestly discuss areas for performance improvement and be open to suggestions and comments by the employee regarding future expectations.

**PERFORMANCE EVALUATIONS AND PAY RECOMMENDATIONS**

The annual performance evaluation will be an important factor, but only one of several factors, used to determine annual pay raises. Other factors include internal pay equity considerations, prevailing wage levels in the area and promotional increases resulting from significant increases in job responsibilities. Annual salary increases are subject to Board of Regents approval on the basis of resources available by the State of Georgia.

**PERFORMANCE EVALUATION TRAINING AND SUPPORT**

The performance evaluation process, from writing a specific job description and set of job responsibilities to conducting the performance evaluation conference, can be complicated and may have legal consequences. The Office of Human Resources provides assistance in all aspects of performance evaluation. All supervisors who evaluate other personnel are highly encouraged to attend performance evaluation training or consult with the Office of Human Resources whenever assistance is needed. Newly hired and promoted supervisors will receive training in the evaluation process.

February 2008

## SUPERVISOR'S INSTRUCTION SHEET

### **(A) PRELIMINARY REVIEW STEPS FOR SUPERVISORS**

1. Reviews and assesses pre-evaluation comments.
2. Review written guidelines and procedures.
3. Review rating categories and rating levels on the evaluation form.
4. Think about employee performance over past 12 months.
5. Review employee job description(s).

### **(B) THE PERFORMANCE EVALUATION PROCESS**

1. Supervisor prepares draft evaluation.
2. Supervisor meets with next level supervisor (if applicable).
3. Supervisor finalizes performance review and assigns overall rating - (Exceeds or Needs Improvement rating requires justification in the supervisor comments section).
4. Supervisor schedules and then conducts performance review interview.
5. Supervisor verifies/clarifies job duties and explains performance expectations for next year.
6. Employee is given reasonable time to comment and sign the evaluation form.
7. Supervisor signs the evaluation form and sends it and the pre-evaluation form to the Human Resources Office.
8. Supervisor gives copy of completed evaluation form to employee for his/her records.



5. Initiative: solves problems, handles jobs without waiting for orders; demonstrates strong sense of responsibility

Unsatisfactory				Satisfactory					Extraordinary
1	2	3	4	5	6	7	8	9	10

General Comments:

6. Versatility: is resourceful in handling assignments and in the application of knowledge and skill

Unsatisfactory				Satisfactory				Extraordinary	
1	2	3	4	5	6	7	8	9	10

General Comments:

7. Leadership: inspires confidence, productivity, and teamwork; is fair and consistent in the use of discipline

Unsatisfactory				Satisfactory				Extraordinary	
1	2	3	4	5	6	7	8	9	10

General Comments:

8. Planning: is effective in planning for both immediate and long range assignments; sets ambitious yet realistic goals and time tables

Unsatisfactory				Satisfactory				Extraordinary	
1	2	3	4	5	6	7	8	9	10

General Comments:

9. Judgment: exercises good judgment in making decisions; is sensitive to issues of safety

Unsatisfactory				Satisfactory				Extraordinary	
1	2	3	4	5	6	7	8	9	10

General Comments:

10. Overall Evaluation: Summary of all relevant factors

Unsatisfactory				Satisfactory				Extraordinary	
1	2	3	4	5	6	7	8	9	10

General Comments:

**SUPERVISOR'S COMMENTS:**

1. Strong Points:

2. Weak Points:

3. Goals for the next year:

4. Additional comments/recommendations/areas to be improved, etc

**Supervisor's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Department Head Signature** \_\_\_\_\_ **Date** \_\_\_\_\_  
(if appropriate)

Classified Hourly Support Staff  
Performance Evaluation

**EMPLOYEE'S COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I have read and understand this evaluation, and I understand I will receive a copy of it. My signature below does not necessarily indicate agreement with its contents.

**Employee's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_