

GEORGIA SOUTHWESTERN STATE UNIVERSITY

POLICY STATEMENT

PROFESSIONAL/ADMINISTRATIVE STAFF PERFORMANCE MANAGEMENT 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 to identify staff actions required to promote superior 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 and to advance the Mission of the University. It provides a documented record of the employee's job performance and a means of defining strengths and weaknesses in job performance. In addition, it provides an opportunity for communication between supervisor and employee on the subjects of job requirements, performance expectations for the future and potential for personal or professional development. The performance evaluation:

1. Specifies the direction for work improvement.
2. Assures the employee that objective and consistent criteria are used in performance assessment.
3. Demonstrates that exceptional or unsatisfactory performance will be noted.
4. 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 and document position responsibilities, performance during the past year, and performance expectations for the future. The written record of the evaluation should be reviewed by the next level of supervision and peer comments should be solicited, when appropriate. 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 department/school and in the Office of Human Resources. The written records of all employee evaluations are subject to request under the Georgia Open Records Act.

January 1997

GEORGIA SOUTHWESTERN STATE UNIVERSITY

PERFORMANCE EVALUATION PROGRAM Regular Professional/Administrative 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 and document job responsibilities and performance goals/objectives. The supervisor should seek employee input and encourage active participation in conversations about performance.

A performance evaluation 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 or when employment ends. The annual evaluation process must be completed before the end of March.

All senior administrators who report to the President will also be evaluated by their subordinates (one level down) once every five years.

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 and goals and objectives established for the year, 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. The work performance of each employee should be evaluated based on several factors. Every effort should be made to be objective, fair, thorough, and accurate. The evaluation should enhance employee development and improve performance in the future. The supervisor using the employee's job description, must also clarify performance expectations and goals and objectives on the evaluation form for the next year so that the employee is aware of what is expected for the future. The final stage of this performance evaluation is to document any employee development training plans for the next year to build on strengths and improve any weaknesses.

Performance Evaluation Conference

The performance evaluation conference is a private conversation to review the evaluation and to discuss performance expectations and goals and objectives for the future. This meeting should be held in a quiet location where the supervisor and the employee may review the evaluation 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.

During this meeting, the supervisor and employee should make any appropriate changes to the job description. A copy of the reviewed job description should be given to the employee at this time and forwarded to the Human Resources Office with the completed evaluation.

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.

However, the primary purpose of the annual performance evaluation will be to promote good communications between supervisors and professional/administrative staff and to maximize potential and personal development.

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 meeting, 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 consult with the Office of Human Resources whenever assistance is needed. Newly hired and promoted supervisors will receive training in this evaluation process.



SUPERVISOR'S INSTRUCTION SHEET

PROFESSIONAL/ADMINISTRATIVE STAFF PERFORMANCE MANAGEMENT SYSTEM

(A) PRELIMINARY REVIEW STEPS FOR SUPERVISORS

1. Review and assess 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).
6. Solicit, as appropriate, comments from employee's peers who have direct firsthand observation of employees performance and can provide objective factual input into the review process.

(B) THE PERFORMANCE EVALUATION PROCESS

1. Supervisor prepares draft evaluation and summarizes peer comments, as appropriate.
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 and documents performance expectations and goals 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 questionnaire to the Human Resources Office.
8. Supervisor gives copy of completed evaluation form to employee for his/her records.

Human Resources Office
January 1997