



HUMAN RESOURCES Supervisor's Tool Box

Performance Review Guidelines

A review system encourages communication between supervisors and employees. The review process is an exchange of information about the status and quality of work and its product and process. This communication ensures the supervisor and employee are in sync and acknowledges the standards and expectations of the work to be performed. Reviews can be a positive means in correcting misperceptions, identifying goals and objectives and assisting staff members in improving job performance. While the employee is responsible for performance, the supervisor is responsible to provide timely feedback. Performance Reviews should be conducted on a periodic basis and should not reflect

personal prejudice, bias or favoritism on the part of those conducting the ratings or reviews. The results of such reviews may be used to assist management in the decision of determining staff merit pay increases, identifying staff for promotion, informing staff of deficiencies, training needs and improvement expected, justifying disciplinary actions, or identifying staff for lay-off during emergency reductions in work force. Every staff employee must be reviewed at least once each year.

The following procedures are provided to assist supervisors and employees with performance reviews:

1. Supervisors prepare performance review forms for individual employees by inserting key performance responsibilities. The supervisor may wish to ask the employee for input regarding the key performance responsibilities. In all cases, the performance responsibilities need to directly relate to the position job description.
2. Employee is asked to review his/her own performance using the form. The employee will review performance, detailing ways in which s/he has met the expectation regarding performance factors and key responsibilities and ways in which s/he will continue to improve and grow in each area. The information provided will substantiate the continuum rating.
3. Employees then indicate on the continuum line the point that best reflects their performance of the review period. Performance can be reflected at any point along the continuum.
4. The continuum is divided using the following categories:
 - *Not Meeting Expectations* - Performance does not meet expectations of the job.
 - *Competent* - Performance is meeting expectations of the job.
 - *Commendable* - Performance consistently exceeds expectation of the job.
5. The completed performance review is returned to the supervisor. The supervisor reviews performance of each employee by detailing ways in which they have met each expectation regarding each performance factor and key responsibility and ways in which they will continue to improve and grow in each area. This information is utilized to substantiate a continuum rating also indicated by the supervisor.
6. It may be helpful for the supervisor to use a different font or color to distinguish comments and continuum marking from that of the employee. If the supervisor is in agreement with the employee's review, no additions are necessary.
7. A final rating is either marked on the continuum or a numerical rating is stated by the supervisor on the initial performance review page. Although each factor is rated individually, the total rating is not necessarily a sum of the individual ratings. Based on the specific job responsibilities, one responsibility or

factor may be more important than another. In all cases, however, the final rating must be relative to the individual ratings.

Categories	Explanation of Categories	Numerical Rating
Not Meeting Expectations	Performance does not meet expectations of the job	1
Competent	Performance is meeting expectations of the job	2
Commendable	Performance consistently exceeds expectation of the job	3

8. The supervisor also checks one of the following:
 - *Yes* - Employee was at least competent in all performance factors and key responsibilities during this period
 - *Partial* - Employee was at least competent in some performance factors and key responsibilities; employee was not competent in some performance factors and key responsibilities during this period.
 - *No* - Employee was not competent in any performance factors and key responsibilities during this period.
9. Supervisor and employee meet to discuss the review, progress made in performance, employee's self review, supervisors review, progress toward objectives and goals for the coming year. Supervisor and employee sign the review to document performance has been discussed.
10. If an employee's final rating is Partial or No the supervisor must provide the employee with follow up review no more than 60 days to review performance to correct the employee's performance.
11. If an employee's final rating is Partial or No the employee is not eligible for a promotion or merit increase at that time. However, if the employee is successful in meeting expectations in the following 60 day period as outlined by the supervisor, an increase could be considered at that time.
12. All ratings are reviewed and approved by the next-higher-level supervisor.
13. The original form along with the final ratings, comments and signatures is retained in the in the department. The employee is given a copy of the final review upon obtaining all necessary signatures (within 30 days of the evaluation).
14. The employee has a right to make a written statement or rebuttal within ten days of the meeting to discuss the review. Such statement is attached to the review form.