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Performance evaluation of classified employees

Responsible administrator:
Assoc. VP for Human Resources

Related forms:
[Classified Employee Performance Evaluation](#)

Responsible department:
Human Resources (hrpol@uga.edu)

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 establishes performance goals and expectations 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 for regular classified employees.**

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 expectations, 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 Institution's continuing appreciation of good performance.

The specific position description of each regular classified employee is the source of job responsibilities and work standards upon which the formal performance evaluation is based. The annual evaluation must include a face-to-face meeting between the employee and the employee's immediate supervisor to discuss performance responsibilities, what is expected of the employee, and the performance ratings. The written record of the evaluation must 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. Copies will be forwarded to Human Resources when an individual's employment with that division is terminated. The written records of all employee evaluations are subject to request under the Georgia Open Records Act.

Performance Evaluation Cycle - The performance evaluation process begins at the time of hire or the beginning of the evaluation cycle. The supervisor should meet with the employee to review the detailed position description and job-related expectations. The supervisor should discuss job responsibilities, objectives and work standards. The supervisor should seek employee input and encourage active participation.

The performance evaluation form and evaluation conference 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 January through December, except where performance requires more frequent review or when job responsibilities change substantially. The annual evaluation conference must be completed by January 31.

Supervisor Instructions for Evaluating Performance - The supervisor will evaluate the employee's performance for the entire rating period based on review and discussion of the position description at the beginning of the evaluation period. Review these documents in their entirety before completing the evaluation form. 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. It is important to remember that poor performance in one factor does not imply poor overall 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.

All supervisory personnel will be evaluated on their performance as supervisors, on administering the Employee Performance Evaluation process, and on adherence to the University's non-discrimination policies.

Performance Evaluation Conference - The performance evaluation conference is a face-to-face meeting to review the evaluation form as a proposed, but not final, documentation of performance. 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.

During the performance evaluation conference, the supervisor and employee should make any changes to the position description which will form the basis for review during the upcoming evaluation cycle. A copy of the revised position description should be given to the employee at this time.

Performance Evaluation Form - A [Classified Employee Performance Evaluation form](#) may be used to record the evaluation of employee performance. The position description should be attached to this form. Human Resources will provide training in the employee evaluation process and technical assistance in writing position descriptions and job responsibility standards.


















The evaluation form is prepared by the immediate supervisor; however, in units where there is a second supervisor who has a general knowledge of the employee's performance, the evaluation form should be reviewed by that supervisor prior to the actual evaluation conference.

Following the evaluation conference, signatures of both the supervisor and employee are required on the evaluation form. An employee's signature does not reflect agreement with the assessment; it means only that the employee was given the opportunity to discuss the official review with the supervisor. A follow-up to the evaluation conference may be held at the employee's initiation for the purposes of seeking clarification or adding information to the evaluation documents. Follow-up sessions must be requested within two working days following the initial performance evaluation.

A unit which does not wish to use the Classified Employee Performance Evaluation form may propose its own form for review and approval by Human Resources. All forms must include a requirement that evaluation be based on a written position description and objective, job-related criteria, be developmentally focused, and provide for employee participation in the evaluation process.

A copy of each employee's performance evaluation must be retained in the employing unit. When the employee transfers or terminates, the evaluation forms should be sent to Human Resources for retention in the employee's permanent personnel file.

Performance Evaluations and Pay Recommendations - The primary purpose of the performance evaluation process is employee

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development through structured interaction between supervisor and employee. This two-way interaction should focus on job expectations, evaluation of observed performance, recognition of achievement, and plans for improvement.

Secondary to the purpose of employee development, performance evaluation results become a part of each employee's record and are used along with other relevant information to determine merit pay recommendations. In order to ensure that the primary purpose of the evaluation process is employee development, the annual performance review process should be separated in time from merit pay determinations.

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

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**The University of Georgia
Athens, Georgia 30602**

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SECTION I - GENERAL WORK CHARACTERISTICS

General work characteristics are factors which apply to all employees.

Select rating for each general work characteristic; comments are optional. Consider job performance throughout the evaluation period.

1. **Attendance & punctuality.** Consider number of absences, work arrival and departures, lunch periods and breaks, use of annual and sick leave in accordance with University policy. The employee:

- Has difficulty in attendance or punctuality.
- Demonstrates adequate attendance and punctuality.
- Is consistently present and on time.

Comments

2. **Dependability.** Consider the extent to which the employee can be counted on to carry out instructions and responsibilities (the degree of supervision necessary to complete work). The employee:

- Must be very closely supervised to complete work assignments.
- Carries out instructions and responsibilities with close supervision.
- Carries out work assignments with expected degree of independence and efficiency.
- Carries out work assignments with exceptional degree of independence and efficiency.

Comments

3. **Interpersonal relations.** How well does the employee get along with other individuals in the performance of job duties? Consider effectiveness of relations with co-workers, subordinates, supervisor and if applicable, students, faculty, staff and the public in the handling of position responsibilities. Consider the employee's cooperativeness, tact and courtesy. The employee:

- Has difficulty in relating to others; is not readily cooperative.
- Relates to others fairly well; works better with some persons than others.
- Works well with others; facilitates cooperation.
- Is very effective interpersonally; works extremely well with others.

Comments

SECTION II - JOB RESPONSIBILITIES

Job responsibilities are rated based on how well the employee met the work standards discussed at the beginning of the evaluation period.

Consider as many or as few responsibilities as are necessary to ensure successful job performance. Attach additional pages if needed. Include employee's name on any additional pages.

1. Task/responsibility:

Work standard:

Actual performance:

- exceeds requirements meets requirements needs improvement unsatisfactory

2. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

3. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

4. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

SECTION III - EVALUATION SUMMARY

Evaluation summary is an overall rating and should include both supervisor and employee comments.

Select rating for overall job performance; consider all of the work factors from Sections I & II. Supervisor comments are required if the overall job performance level is unsatisfactory. This section may also be used for comments regarding the employee's promotional potential. Attach additional pages if needed.

OVERALL JOB PERFORMANCE

exceeds requirements meets requirements needs improvement unsatisfactory

Supervisor comments

1. This employee supervises others yes no

2. If yes, this employee has been evaluated on (check any and all that apply)

- supervision
- evaluation procedures
- adherence to non-discrimination policies

TO BE COMPLETED BY THE EMPLOYEE BEING EVALUATED:

1. I was given the opportunity to review and discuss my position description.

yes no

2. I was given the opportunity to review and discuss the job responsibilities and work standards to be rated during the next evaluation cycle.

yes no

3. If the position description was revised for the upcoming year, I received an updated copy.

yes no no revisions

Comments on this performance evaluation (optional) _____

SECTION IV - EMPLOYEE DEVELOPMENT

Sections IV and V are optional if performance on all job responsibilities meets or exceeds requirements. The employee should be encouraged to participate fully in the evaluation process and to make written comments and suggestions for improving performance or solving problems related to work performance. Attach additional pages if needed.

A. Performance improvement objectives

Identify areas from Sections I and II where improvement in job performance is needed and specify action plans recommended to achieve successful work standard.

Performance area

Action plan

Performance area

Action plan

B. Personal development objectives

Identify specific objectives and action plans designed to expand the employee's job-related skills, knowledge, and abilities. May also include the employee's career goals and objectives.

Goal/objective

Action plan

Goal/objective

Action plan

SECTION V - EMPLOYEE SELF-EVALUATION (optional)

A. Update credentials, document outstanding accomplishments and service.

B. Suggest ideas to improve job conditions and/or solve work problems. Example: new equipment or procedures that would increase efficiency.

SIGNATURES

Supervisor (evaluator) _____ Date _____

Employee _____ Date _____

(Signature does not necessarily denote agreement with official review and means only that the employee was given the opportunity to discuss the official review with the supervisor.)

Reviewed by _____ Date _____

Additional tasks/responsibilities

(Duplicate this blank form as necessary)

Employee name

5. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

6. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

7. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

8. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

Additional tasks/responsibilities

(Duplicate this blank form as necessary)

Employee name

9. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

10. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

11. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory

12. Task/responsibility:

Work standard:

Actual performance:

exceeds requirements meets requirements needs improvement unsatisfactory