

INSTRUCTIONS FOR USU PERFORMANCE APPRAISALS (The Performance Appraisal Form Follows)

The Performance Appraisal program has been designed to assist USU administrators, supervisors, and employees in defining job responsibilities, and establishing standards to assess performance. This is accomplished through formal meetings held at least annually between an employee and his or her immediate supervisor. The major purposes of Performance Appraisals are to help employees and supervisors mutually clarify job expectations and assist each employee in developing to his or her fullest potential. The program encourages open communication between supervisors and employees, recognition of outstanding performance, and assistance in the development of training and performance goals.

When to Conduct Performance Appraisals

Formal Performance Appraisals should be conducted yearly for non-faculty, benefits-eligible employees. Semiannual or quarterly reviews are recommended to foster better communication between a supervisor and employee and to assess progress. The Performance Appraisal session is to be held during the first quarter of each calendar year. At that time dates may be set for review sessions.

Evaluations should be given throughout the introductory period of employment to give an employee feedback about his/her performance in the new position. The schedule for those evaluations and performance criteria for each position should be established by the supervisor during the first week of employment. -

The Performance Appraisal form is available from Personnel Services. It may be obtained by visiting the following website: <http://personnel.usu.edu/forms.html>. A printed copy may be requested by calling (435) 797-1805.

Who Evaluates Performance?

The immediate supervisor evaluates each employee's performance. The immediate supervisor is defined as the person who assigns and reviews the employee's work and is responsible for necessary disciplinary actions.

Employees who have been under the direction of more than one supervisor during the performance review period are to be evaluated by both the previous and current supervisor. The current supervisor, however, has the primary responsibility for completing the form and is encouraged to consult with the previous supervisor(s) to ensure that a fair assessment has been made.

The Dean, Department Head, or Director is required to review the supervisor's assessment. If the reviewer approves the assessment, he or she signs the form and returns it to the supervisor for distribution: the original is sent to Personnel Services for the employee's file, one copy remains in the department, and one copy is given to the employee. If the reviewer does not approve the assessment, the form is returned to the supervisor with comments for his or her consideration. If the supervisor modifies the assessment in light of the reviewer's comments, he or she discusses the changes with the employee and the employee signs the modified form. The form is sent to the reviewer who signs, if in agreement, and sends it back to the supervisor for signature and distribution.

General Guidelines

University administrators and supervisors are responsible for the effective application of the Performance Appraisal process. New administrative and supervisory personnel are encouraged to contact Personnel Services to arrange training sessions to define their role in the Performance Appraisal process or to request further information.

The Performance Appraisal includes four major sections:

- 1) Job Responsibilities as related to the job description
- 2) Performance Roles
- 3) Employee Development and Training Plans
- 4) Supervisor's Overall Performance Rating

The employee and supervisor jointly identify and agree upon the positions major responsibilities, identify performance roles, and create training and development plans. Although this is a mutual effort, the final decisions regarding these items are the responsibility of administrators and supervisors.

The appraisal process begins with a review of each job responsibility and identifies the percentage of time associated with each responsibility, and then each responsibility is rated.

Finally, an overall rating will be given for the whole job, based on all three sections. The ratings are on a scale rating Dissatisfied Needs Improvement to Very Satisfied Exceeds Requirements. It is suggested that both the supervisor and employee assess the responsibilities and rankings. During the performance review session these assessments should be compared and discussed before the supervisor determines the final ratings.

Employee Rights/Due Process for the Performance Appraisal Process

Although the annual performance appraisal process is ideally a collaborative effort between employee and supervisor the supervisor has the final responsibility for applying the rankings on the appraisal. Employee's rights throughout the process include:

- 1) The right to submit as part of the performance appraisal form the employees' rankings and account of their performance for the year.

(See section 4 of performance appraisal form "Employee Comments")
- 2) Employees have the right to request a representative from Personnel Services' Office be present at any meeting to discuss performance for the year.
- 3) Since performance appraisals are co-signed through a chain of command from employee to supervisor to an administrator designated within each college or administrative unit, employees may appeal performance appraisal process or rankings through the chain of command.
- 4) Employees should contact Sarah Phillips in the Personnel Services Office for any questions about employee rights and due process responsibilities. 797-0735.

Utah State University

Performance Appraisal

Name: _____

Department: _____

Title: _____

Review Period: From: _____ To: _____

Responsibilities

Estimate the percent of time spent on the responsibility, and provide a description of the responsibility. The performance assessment is based on the employee's performance during the review period. The Comment section allows supervisors to give specific information to the employee concerning their performance.

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Responsibilities Continued

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Responsibility
Description:

Percent of total job: _____

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Performance Roles

Organizational Role: Evaluate the employee based on behavioral citizenship and contributions to the efficient operation of the department/university. Consider willingness to assist outside of specific areas of responsibility, giving suggestions for improving conditions within the department, attitude, attendance, fostering good working relationships with co-workers, complying with departmental and university policies, serving on departmental and/or university committees, etc.

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Job Knowledge/Career Role: Evaluate the employee based on the employee's job knowledge and efforts she or he has made to increase her or his knowledge and develop new skills or abilities that contribute to increased departmental effectiveness, capacity, service, or proficiency.

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Team Role: Evaluate the employee based on her/his contribution to developing and maintaining a cooperative team within their workgroup or department. Consider supporting other employees, fostering cooperation with other employees, contributing in team/staff meetings in a productive way, mentoring employees, etc.

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Innovator/Initiative Role: Evaluate the employee based on her/his ability to identify areas that can be changed to make the organization more productive or effective in achieving performance or service objectives. Areas to consider are ability to identify areas to improve, ability to analyze situations, ability to develop thoughtful and creative solutions/processes, willingness to engage in improvement and change activities, etc.

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Comments:

Overall Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Needed Satisfied Meets Requirements Very Satisfied Exceeds Requirements

Supervisor Comments:

Employee Comments:

Signatures

Employee: _____
Employee A#: _____

Date: _____

Supervisor: _____
Title: _____

Date: _____

Reviewer: _____
Title: _____

Date: _____

Utah State University

Performance Appraisal

Name: _____

Department: _____

Title: _____

Review Period: From: _____ To: _____

Responsibilities

Estimate the percent of time spent on the responsibility, and provide a description of the responsibility. The performance assessment is based on the employee's performance during the review period. The Comment section allows supervisors to give specific information to the employee concerning their performance.

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

<input type="checkbox"/>	Dissatisfied Needs Improvement	<input type="checkbox"/>	Mostly Satisfied Minor Improvement Needed	<input type="checkbox"/>	Satisfied Meets Requirements	<input type="checkbox"/>	Very Satisfied Exceeds Requirements
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Comments:

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

<input type="checkbox"/>	Dissatisfied Needs Improvement	<input type="checkbox"/>	Mostly Satisfied Minor Improvement Needed	<input type="checkbox"/>	Satisfied Meets Requirements	<input type="checkbox"/>	Very Satisfied Exceeds Requirements
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Comments:

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

<input type="checkbox"/>	Dissatisfied Needs Improvement	<input type="checkbox"/>	Mostly Satisfied Minor Improvement Needed	<input type="checkbox"/>	Satisfied Meets Requirements	<input type="checkbox"/>	Very Satisfied Exceeds Requirements
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Comments:

Responsibilities Continued

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Satisfied Meets Requirements Very Satisfied Exceeds Requirements
Needed

Comments:

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Satisfied Meets Requirements Very Satisfied Exceeds Requirements
Needed

Comments:

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Satisfied Meets Requirements Very Satisfied Exceeds Requirements
Needed

Comments:

Responsibility
Description:

Percent of total job: 0%

Supervisor's Performance Assessment

Dissatisfied Needs Improvement Mostly Satisfied Minor Improvement Satisfied Meets Requirements Very Satisfied Exceeds Requirements
Needed

Comments:

Performance Roles

Organizational Role: Evaluate the employee based on behavioral citizenship and contributions to the efficient operation of the department/university. Consider willingness to assist outside of specific areas of responsibility, giving suggestions for improving conditions within the department, attitude, attendance, fostering good working relationships with co-workers, complying with departmental and university policies, serving on departmental and/or university committees, etc.

Supervisor's Performance Assessment

Dissatisfied
Needs Improvement Mostly Satisfied Satisfied Very Satisfied
 Minor Improvement Needed Meets Requirements Exceeds Requirements

Comments:

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Supervisor's Performance Assessment

Dissatisfied
Needs Improvement Mostly Satisfied Satisfied Very Satisfied
 Minor Improvement Needed Meets Requirements Exceeds Requirements

Comments:

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Supervisor's Performance Assessment

Dissatisfied
Needs Improvement Mostly Satisfied Satisfied Very Satisfied
 Minor Improvement Needed Meets Requirements Exceeds Requirements

Comments:

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Supervisor's Performance Assessment

Dissatisfied
Needs Improvement Mostly Satisfied Satisfied Very Satisfied
 Minor Improvement Needed Meets Requirements Exceeds Requirements

Comments:

Overall Performance Assessment

<input type="checkbox"/>	Dissatisfied Needs Improvement	<input type="checkbox"/>	Mostly Satisfied Minor Improvement Needed	<input type="checkbox"/>	Satisfied Meets Requirements	<input type="checkbox"/>	Very Satisfied Exceeds Requirements
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Comments:

Signatures

*Employee: _____
Employee A#: _____

Date: _____

Supervisor: _____
Title: _____

Date: _____

Reviewer: _____
Title: _____

Date: _____

*Signature does not indicate that an employee is in agreement with the performance assessment or rating. It is an acknowledgement that the performance appraisal was conducted on the aforementioned date.

In accordance with an employees due process rights they may make comments on the proceeding page or submit an addendum in the form of a separate document citing specific disagreements or concerns.

Employee Comments:

Employee Signature: _____

Date: _____