Step I: Initially the supervisor should meet either privately with each individual employee or with the department as a whole to explain the new process. Next the supervisor should provide the employee(s) with the link to the form. This new form should be done electronically as the format expands according to the length of what is written. \textit{W:\FORMS\HumanRes\annual performance evaluation}

Step 1 Start the Meeting (initial use of new form and each year when new evaluation is created)
- Relieve any tension or anxiety
- Get cooperation and participation.
- Set task oriented climate.
- Be suitably social.
- Spell out purpose…to appraise and set stage for future goal setting.
- Establish the benefit from the appraisal.
- Outline plan for the meeting (this can be an individual meeting with each employee or a group meeting if numerous employees in dept.) and provide employee with a copy of the new form or the link, asking that they create a list of objectives and goals from their perspective.
- One week later reconvene with each individual employee to compare both lists and to mutually agree on a final version.
- This final version will then become the working document that both the employee and supervisor will work from for the evaluation period.
- Over the evaluation period it will be important to communicate with the employee and vice versa on the status of fulfilling the evaluation guidelines and achieving their goals and as well any challenges that the employee faces in accomplishing their goals/objectives.

Guidelines for Writing Objectives

You should strive to make each performance objective “S.M.A.R.T.”

SMART- Specific; Measurable; Achievable; Relevant; Timely

- **Specific:** Performance objectives should describe the actions required for performance to achieve performance expectations. They should be clear and understandable.
- **Measurable:** Should be able to quantify measure, observe and/or monitor for progress. For example: quantity, quality, accuracy, procedure, policy, cost, timeliness, student/customer satisfaction, etc.
- **Achievable:** Reasonable and appropriate to the skill level of the position and agreeable between both parties. Remember we are attempting to improve ‘Johns’ performance, not compare him to ‘Jane’.
- **Relevant:** Focus on the outcome, not on the task. Define in advance where we are going, how to get there and what success will look like so there is an objective way to know if it has been met.
- **Timely:** Identify timeframes to which the employee is expected to complete an objective.

Using the Performance Management Tool to Set Performance Objectives & Measures

- Write each performance objective in terms that describe what it will look like if the employee meets the supervisor’s expectations. By doing so up front, the employee will have a clear picture of what needs to be accomplished.

Step 2 Year End: Get the employee’s view

- Employee gives candid appraisal of own performance and reasons expectations were or were not met or exceeded.
- Take one goal or objective at a time.
- Focus first on achievement of goal.
• Focus next on causes for both met and not met goals…ask what employee did, what supervisor did, and the impact of contingencies.
• Throughout probe, listen, summarize.
• Do not pass judgment – focus on the job.

**Step 3 Year End: Explain supervisor’s view**
• Supervisor gives reactions to employee’s appraisal and then gives own appraisal.
• First, tell employee where you agree.
• Next, explain where you disagree.
• Finally, if needed, present additional data about supervisors appraisal.

**Step 4 Year End: Resolve disagreements**
• Reach mutually acceptable conclusions to disagreements.
• Work on one disagreement at a time.
• First, use reflective statements to acknowledge and diffuse emotions.
• Clearly state the disagreement and both positions.
• Discuss both positions, starting with the employee’s.
• Reach final conclusion.

**Step 5 Year End: Work out the final evaluation**
• Mutually work out and agree to final evaluation.
• Prepare for the final written evaluation
• Work to align employee’s evaluation with supervisors.
• Ask employee to summarize.

**Discussion Questions to Gain Employee Feedback:**
• Overall, how successful have you been at meeting your performance expectations?
• What performance expectations have you met or exceeded?
• What measures support this?
• What performance expectations have you not met?
• What would you like to do better on your job?
• What new duties would you like to do?
• What skills did you improve or acquire this year?
• How did the development plan assist in this skill acquisition?
• What skills do you need to develop next year?
• What does your supervisor do that helps you do your job?
• What more can the supervisor do to improve your job or assist you in being successful?
• What else would you like to discuss?

Discussing how an employee can learn from successes and challenges of the past year naturally leads to a discussion about setting new performance goals. Therefore, when you have finished examining each of the employee’s objectives and development plan, take a moment to schedule a performance planning meeting to establish performance objectives for the coming year.

**NOTE:** It is the responsibility of each supervisor to ensure that an annual evaluation is conducted in a timely manner. All evaluations must be submitted to the Office of Human Resources, post receipt of all appropriate signatures, no later than February 1st of each year. Failure to meet this deadline may jeopardize a pay increase of the supervisor.