

Employee Performance Review

Reference Guide

OKLAHOMA BAPTIST UNIVERSITY
Office of Human Resources
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Why Review?

Feedback is essential to getting the very best out of your employees.

The annual performance review can help: it is an opportunity to discuss successes over the past year, as well as to help employees' correct mistakes. A performance review should formalize conversations that the supervisor and employee have had throughout the year and should not be a surprise to the employee.

The performance review is designed to help you accurately evaluate an employee's performance and set written goals for the upcoming year. When used properly, the performance review can be a great communication tool.

To maximize its effectiveness, take time to prepare for the review meeting with the employee: the **Employee Goal Review and Planning** form can help. **Accurately** fill out the review: acknowledge employees who consistently exceed your expectations, and inform employees when they need to do better.

The Ratings

Be honest in your evaluations: an employee can only meet expectations that are communicated to him or her. An employee who consistently performs all of the tasks of his/her job should score **3** in the job elements. The employee is doing what is expected. When an employee exceeds your expectations, mark a **4**. When an employee's performance is outstanding, so much so that he/she is ready for additional responsibilities, mark a **5**.

In a case where the employee's performance needs some improvement, he/she should receive a **2**. When an employee fails to meet your expectations, he/she should receive a **1**.

There are eleven job elements listed on the performance review. These elements are divided so you can evaluate specific aspects of an employee's performance. One employee, for example, may consistently produce high quality work. He/she would normally receive a three or four in this category. However, if the employee spends so much time on certain tasks that the quantity of work suffers and you find yourself having to distribute work you'd have liked him/her to have done. Here, the supervisor might decide to deduct a point and adjust the rating.

When a supervisor assigns a performance rating of one or five, the reason for the rating must be documented in the Comments section or on a separate sheet of paper.

Managerial Elements

These three elements are to be used for employees who are in managerial or supervisory positions.

Leadership

Effective leadership is an important trait of the manager. A good leader has his/her department acting as a team. A good leader works well with other departments. Cause for concern in the leadership element might be high turnover or a disproportionately high number of employees seeking transfer.

Budget

In any organization, meeting budget is important. This fact is magnified in a non-profit organization. How does the manager use financial resources? Is the manager cost-conscious? Spending money the University does not have, no matter what the reason, hurts the University's mission.

Human Resources

A manager who 1) effectively organizes and manages staff to meet department objectives; 2) successfully delegates work to accomplish the needs of the department and 3) develops employees' skills and competencies should rate well in this element. How does the manager supervise the department? Train and develop new and experienced staff? Assign work? The overall performance of the department should be taken into consideration when evaluating this element.

Job Elements

Job Knowledge

An employee must know what to do every day at work. It is the responsibility of the employee to understand what it is he/she is doing and how to do it. The employee should be aware of the basic functions of the position, and the rules and objectives of the department and of the University.

How much does the employee know about the basic functions of his/her position? If the position requires knowledge of certain software, how proficient is the employee on that software? Does the employee understand what is expected of him/her every day? These are some questions to think about when determining the rating of job knowledge.

Work Quality

Use this element to rate such areas as thoroughness, neatness, accuracy, adherence to instruction and policy as well as productivity, planning and meeting deadlines.

When an employee consistently follows up on business, note that here. Also note such points as grammar and spelling on correspondence, neatness of the workplace and ability to produce high quality work even under strict deadlines.

Judgment

Every employee must make decisions every day. Employees who analyze problems and can accurately solve those problems should be noted here. Does the employee consistently make sound decisions? Does the employee “fly off the handle” and react irrationally to unexpected problems?

Initiative

When an employee consistently volunteers for new assignments, note that here. Also, if an employee looks to improve the methods of performing job duties, note that in this element.

Employees who are self-starters should rate well here.

Communication/Listening

There are three areas of communication to evaluate: verbal, written and listening skills. Evaluate employees based on their success or failure to communicate with you, the customer or client, and with their fellow coworkers. Communication is a vital element in building a successful team of employees.

Work ethic

Employees who are consistently ready for work on time and who maintain good work habits should get noted here. Employees who accept responsibility for their actions should also be noted here. A good way to determine how to rate this element is by analyzing how an employee reacts when he/she has made a mistake.

Professional Conduct

Is the employee cooperative? An employee who shows enthusiasm for his/her job should rate well here. Employees who get along well with coworkers should be commended for their efforts.

All employees must follow the code of conduct outlined in the appropriate *Handbook*. Employees are also responsible for making a commitment to the University mission. Evaluate

these traits in the professional conduct element. Also consider the appropriateness of the employee's dress and appearance given their assignment.

Attendance

Attendance is a prerequisite for performance. Employees who have few or no incidents of **unscheduled** absences should be complimented on their reliability on this job element, while an employee with more than four such incidents within the evaluation period may need to be counseled.

Evaluation

Below the **RATINGS** section is a place to indicate the employee's **overall performance rating**: This number is an arithmetic average of the ratings given.

Below the overall evaluation rating is a box for comments. In this section, the evaluator is given the opportunity to be specific about the employee's performance. Both positive and negative points should be written in this area. This will allow the employee to understand the reasoning behind the ratings. Use specific situations as examples, or give a general overview of the employee's performance.

Also, the manager is asked to indicate whether or not reappointment is recommended. If the manager believes that either "**No**" or "**Yes, with reservations**" is appropriate, he or she should visit with the Reviewing Officer and Human Resources before meeting with the employee.

Goal Review and Planning

Employee Goal Review and Planning

Supervisors will use the **Employee Goal Review and Planning** form to both review past performance and establish goals for the coming year. This form is not sent into Human Resources, but is a tool to be used by the manager and employee. It should be maintained by the supervisor.

S.M.A.R.T. goals

It is important to list the goals you have for the employee for the following year for two reasons. First, this gives the employee a clear picture of what is expected of him or her. Second, it allows you to have a basis for next year's evaluation. Goals should be S.M.A.R.T.:

- Specific
- Measurable
- Achievable
- Relevant
- Time-based.

Finalizing the Performance Review

Meet with the employee

Go through the Performance Review with the employee. Discuss every job element, why you gave a particular rating, and discuss your comments. Allow the employee to share his/her views on the subject. The review should be a two-way communication.

If the employee is in a supervisory position, review the managerial elements. Use this time to assist the employee to become a better manager. Suggest ways to establish a team effort in the department. Again, allow the employee to share his/her views.

Get the necessary signatures

The employee must sign the Performance Review after you have completed your evaluation. Underneath the signature is an area for the employee to write comments. Encourage the employee to participate in the evaluation by providing comments in this section. Additional sheets may be attached.

You must sign the Performance Review. The department head and the Dean or Senior Vice President of your area must also sign the Review.

Distribution of forms

A copy of the signed Review must be sent to the Human Resources Office to be placed in the employee's personnel file. The **Employee Goal Review and Planning** form should be maintained in the supervisor's file and used throughout the year to provide the employee with feedback about his or her performance.

For more information

If you have any questions about the performance review, call the Human Resources Office.