



## SUPPORT STAFF PERFORMANCE REVIEW GUIDE

The purpose of the written evaluation is to provide acknowledgement, encouragement, constructive criticism, set annual goals and maintain a record of performance.

The written review must be done by the immediate supervisor. If it is appropriate for more than one person to prepare the evaluation, please do so together. It is best to provide the staff member with one written piece.

Evaluate each performance element independently and provide concrete examples of strengths and/or weaknesses. When describing a weakness or problem please make specific suggestions for improvement, as criticism with no options can be demoralizing. Descriptions of strengths should be equally specific.

Present the department member with the written evaluation in advance and make an appointment to have a discussion of the review, leaving sufficient time for the department member to absorb the information before the meeting. Staff members are asked to make a written comment at the end of the review form or to use the optional self-evaluation form. If more than one supervisor prepared the evaluation please have the discussion in conference with all relevant parties.

The evaluation must be signed by the supervisor/department head and the staff member prior to sending the original to Human Resources. Remember to keep a copy for your files.

Refer to the following descriptions to assist in the evaluation of each staff member. Detailed comments or examples should be provided to support the performance review.

- Quality of work: Accuracy, attention to detail, organization, care taken in checking work, neatness. Is quality satisfactory or must work be checked for errors? Do tasks have to be redone?
- Quantity of work: Is volume high or low? Speed, use of time. Are deadlines met? Is employee ahead or behind? Is help frequently required?
- Job knowledge: Does employee work independently and handle new situations? Are some phases of job still being learned? What is proficiency with equipment or technology? What additional training is needed?
- Attitude toward job: Helpful toward others, interest and enthusiasm in tasks and department.
- Human relations and cooperation: Assess customer service, cheerfulness, courtesy, tact, communication skills. Does employee convey a positive image of the University? Success in working with and assisting others, response to challenge and responsibility. How does staff member take directions?
- Initiative: Initiates and makes suggestions for improvements in procedures. Interest and enthusiasm toward work and department. Recognition of priorities. Does employee do tasks without being asked or directed?
- Attendance and punctuality: Record of lateness and absences. Is there any abuse of time?