

Effective evaluation of job performance is an on-going process. To be effective, supervisors should monitor and record how their employees are performing throughout the year, review goals and expectations and meet with them on a regular basis. Annually, or more often if necessary, supervisors should provide a summary of progress toward meeting job expectations and annual goals using the performance review process. This form is to be used for annual reviews, and at other times during the year when formal feedback is needed. The performance review is comprised of three critical parts:

1. **The Self-Review:**

This is the opportunity for the employee to look back over the review period and highlight their successes and identify areas where they either did not meet expectations or areas they would like to learn more about within the next review period. In addition, the employee should establish goals to accomplish throughout the next review period. The supervisor should collect this prior to the review meeting, but should have their first draft of the employee's official review completed prior to reading the employee's self-review. This helps to prevent the supervisor's review from being skewed by the employee's opinion of their own performance. The self-review may help the supervisor remember accomplishments they had not included and may provide discussion points if there is a significant difference in opinion in an area of performance.

2. **The Supervisor's Review:**

This is the supervisor's official review of the employee's performance during the review period and an opportunity to establish goals for the next review period. It also provides an official record of performance related discussions the supervisor and the employee may have had throughout the review period. The supervisor should highlight the employee's strengths and accomplishments. Additionally, areas in the employee's performance that needs improvement shall be identified as well. If an employee is not meeting expectations, a performance improvement plan should be created to assist the employee in areas needing improvement.

3. **The Review Meeting:**

This is when the supervisor(s) and the employee meet to go over the aforementioned information. This meeting should be in a location that offers privacy from others being able to overhear their discussion. The meeting should be scheduled in advance and it may be helpful to provide the employee with a copy of the review beforehand to give them an opportunity to better contribute to the conversation. This also prevents the need to read the review to the employee and allows for more of a discussion about performance. At the conclusion of the meeting, the employee is encouraged to write their comments on the review, or provide a typed response if desired within 5-days. All parties shall sign the review when it is completed and the official copies sent to Human Resources. This becomes part of the employee's personnel record.

To assist with completing the self-review and the supervisor's review, there are two information sheets included within the performance review packet:

- **Performance Review Categories:** are categories for consideration while completing the review. This list is not all-inclusive and department specific categories are not included. This list is simply provided as an aid for areas the employee and/or supervisor may want to consider during the review.
- **S.M.A.R.T. Goal Writing:** is an information sheet on how to properly write S.M.A.R.T. goals in the performance review. All goals should be written using this method as it allows for easier tracking and measuring of the goal throughout the performance review period.

If you have any questions about the review, please contact Human Resources. Employees with concerns regarding their performance review should meet with their Department Director and/or the Human Resources Officer.