

Performance Evaluation Guide for Professional Faculty

The performance evaluation is a part of the performance management cycle that begins with a current position description, involves clear expectations and standards, and regular conversations and feedback between the supervisor and employee during the year. These steps set up the formal evaluation as an effective tool to recap performance and set goals and objectives for the upcoming review period.



The Philosophy Underlying a Performance Evaluation

A primary role of the supervisor is to direct work and communicate functions and responsibilities in a manner that allows the employee to perform his/her job duties in a meaningful, productive way. This includes assisting an employee in developing his/her talent and skills relative to the work assigned. The performance evaluation provides the employee an assessment of his/her work performance for each major job responsibility and associated expectations. The assessment communicates if the employee has met, exceeded, or failed to meet the stated performance standards and objectives and, if needed, provides clear, written feedback and requirements for improved performance. Inherent in this process is setting appropriate values that support the organization and a healthy work environment.

Policy Statement

Faculty review guidelines can be accessed at website <http://oregonstate.edu/admin/hr/review.pdf> in the "Performance Evaluation" section. Supervisors are encouraged to familiarize themselves with the guidelines, including frequency of the review process. Should you have questions, contact Academic Affairs or the Office of Human Resources.

Recommended Process for Conducting an Evaluation

A performance evaluation works best when it is a two-way process between the supervisor and employee. A recommended process includes the following:

1. Discuss with the employee the various steps in the process and the timeframe anticipated to complete the process.

Go to Oregon State Central Administrative Resource (OSCAR) <https://oscar.oregonstate.edu/>
 >Performance Evaluations (left bar)
 >Performance Evaluations – Professional Faculty

Ask the employee to complete the following sections:

- Part 1, #1 and #2 – Evaluation of Major Job Responsibilities;
- Part 4, a. - Goals and Focus Areas for Next Year; and
- Part 6 – Employee’s Comments (Optional)

2. Collect the necessary information to assess the employee. This includes:

- Asking the employee to provide written input regarding their job performance for the review period.

- Requesting input from those who worked directly with the employee and are knowledgeable about the employee's job responsibilities. (Keep a record of those you contact and their comments.)
 - Collecting documents supporting the employee's quality of work and achievement of his/her individual performance objectives.
 - Documenting your observations of the employee's performance and work products.
 - Other appropriate input.
3. Formulate this information into meaningful input, incorporate specific comments relative to the employee's job duties, and agreed upon department/unit attributes.
 4. Set up a time to discuss the review with the employee. This discussion should highlight the overall evaluation and focus on the employee's strengths and areas for improvement. This is a two-way conversation and sets up the discussion about agreed upon objectives for the upcoming year.
 5. Finalize the evaluation based upon the discussion and provide a copy to the employee for his/her signature.
 6. Place a copy of the signed evaluation in the employee's department/unit personnel file and the supervisor's file. Give a copy to the employee for his/her personal file.

Values

An agreed upon set of values communicates to the employee a set of responsibilities beyond immediate job tasks that contribute to the success of the unit. The employee's effectiveness in contributing to these values is part of the evaluation process and should be discussed and commented on in the performance evaluation.

Evaluation of Major Job Responsibilities

Specific job responsibilities are based on the "major job duties" identified in the employee's position description. The evaluation form allows you to adapt this segment specific to the employee's job duties. For each major job duty, the employee is to identify the associated responsibilities and expectations and provide a personal assessment of his/her performance during the review period. The supervisor should insure that the major job responsibilities have been fully identified by the employee in this section of the evaluation form. The supervisor, in turn, is responsible for providing an objective and clear evaluation of the employee's performance for each identified major job responsibility.

Shared Attributes – Evaluation of General Expectations

Even in an office or unit that has diverse functions, one of the ways to emphasize the importance of working towards a greater good is through shared attributes. The following five attributes are important to each and every job on campus. The supervisor is asked to review and record how the employee has performed in each area.

- **JOB KNOWLEDGE/TECHNICAL COMPETENCE.** Possesses and demonstrates technical, general or other specific knowledge and skills required to perform job duties and accomplish stated objectives.
- **QUALITY.** Demonstrates a commitment to providing quality services. Work performed is of high standards. Is not satisfied with producing work that is "just good enough."
- **WORKING RELATIONSHIPS.** Establishes and maintains cooperative working relationships with co-workers and supervisor. Responds actively and effectively to needs of internal customers. Trusts and respects abilities, decisions and motives of co-workers, internal customers and partners. Speaks and acts ethically, fairly and consistently.

- **INTEREST AND INITIATIVE.** Displays enthusiasm, dedication and interest in duties and responsibilities. Is a self-starter and proactive in approach to job. Demonstrates willingness to work beyond the usual or ordinary requirements of job when needed. Shows initiative and flexibility in meeting challenges. Capable of acting independently when circumstances warrant.
- **JUDGEMENT.** Demonstrates ability to analyze available data or circumstances, consider alternatives, and make well-reasoned, timely decisions that favorably affect performance and organizational goals. Acts reliably and responsibly, keeping supervisor informed and aware of potential issues or areas that need attention.

Overall Evaluation

The supervisor provides comments substantiating the overall performance rating given in this section. If there are areas in which the employee is expected to improve his/her performance, they should be noted in this section also.

Goals and Focus Area for Next Year

The assessment of the past year's performance provides an opportunity for both the supervisor and employee to identify focus areas and specific goals for the upcoming year. These goals could include specific projects, the addition of job tasks or responsibilities, opportunities for professional training and development, and areas of needed improvement.

The OSU Strategic Plan, adopted in February, 2004, places an increased emphasis on the development of the employee. The evaluation provides an opportunity to identify development opportunities the employee has completed, use development to address unmet expectations, and assist the employee in his/her professional or career development. The focus of this section is on the upcoming review period.

Review of Position Description

Job duties evolve as an organization changes to meet current demands. The performance evaluation provides the ideal timing to also review and update the employee's position description. The position description forms the foundation for the employee performing his/her job duties. The supervisor and employee should jointly review the job description and revise it as necessary. The position description template is available at in the OSCAR "Supervisor" section (left column of the web page) at <https://oscar.oregonstate.edu/>.

Employee Comments [Optional]

An employee has the right to comment on his/her performance and have these comments included as a part of the evaluation, either directly on the form or in a separate attachment. (Please indicate on the evaluation form if there is a separate attachment.) The employee's comments may take the form of agreement with the supervisor's evaluation, additional information or insight into a particular aspect of his/her performance, or a rebuttal to an assessment made by the supervisor and noted in the evaluation. The supervisor doesn't have to agree with the rebuttal but has the right to see the employee's comments.

Signature and Date Requirements

The supervisor's signature represents that this is an accurate and fair assessment of the employee's performance over the time period designated on the evaluation.

The employee's signature indicates that the employee has read and reviewed the evaluation with the supervisor. It does not necessarily mean that the employee agrees with the evaluation.

Final Note

The annual performance evaluation is a tool. When it works well it enhances the relationship between the supervisor and employee. This only happens when there is a commitment throughout the year to be in meaningful conversation, provide feedback and continually develop solid working relationships.

Should you want additional information or have questions about the performance evaluation process, contact Paul Biwan, Training and Professional Development Manager, at 541-737-0545 or paul.biwan@oregonstate.edu.