

Performance Evaluation Program
Introduction
Purpose/Philosophy

The APSU community through its Performance Evaluation Program recognizes and respects the voice and value of every member of its work and learning environment. This program aims to create and maintain an interrelated, respectful, effective, diverse, user-friendly work environment by:

- Promoting and building on-going dialogue/communication between employee and supervisor that is clear and which establishes expected job-relevant performance standards that are understood and acknowledged.
- Applying standards consistently in evaluating the work of all employees in their assigned position while assisting the employee to advance and improve.
- Providing the opportunity for the employee and supervisor to create customized performance factors that objectively appraise an employee's work.
- Encouraging self-improvement, enhanced skill levels, and the acquisition of new knowledge by an employee.
- Documenting and delineating areas of required employee improvements by defined criteria and timelines for the demonstration of improvement.
- Ensuring that personnel decisions are made in a timely manner and in congruency with the performance evaluations.
- Creating and advising employees of a process for rebuttal.

Procedures:

1. Evaluations of supervisors must be done shortly before all employees are evaluated. This is necessary so that the input from the evaluation of the supervisor can be considered in the supervisor's evaluation. Supervisors' evaluations by direct reports are due as indicated in the President's annual email message notifying employees about the evaluation process.
2. Probationary evaluations will continue to be done for new employees or employees moving to a new job within the initial six months of employment in the position. If the evaluating supervisor has not completed his/her six month probation period, either the interim replacement or the supervisor's supervisor must complete the evaluation.
3. New supervisors who have not been in their current position for at least six months when evaluations are due should wait until they have been in the position for six months before evaluating their employees. Likewise, a new supervisor should not be evaluated by those he/she supervises until he/she has been in the position for six months.
4. Evaluation forms can be completed and downloaded by department personnel when they are ready for signature. All signatures must be original.

5. Human Resources will notify departments at the beginning of the month when evaluations are due.
6. Vice Presidents and separate department heads will ensure that all evaluations are completed during the scheduled month.
7. Completed evaluations will be signed by the employee, the evaluator, the appropriate Dean or Director (if applicable) and the Vice President. Completed evaluations will be forwarded to Human Resources to be kept in the official personnel file.
8. Job descriptions should be reviewed jointly between the employee and the supervisor during the evaluation period. Any changes should be forwarded to Human Resources to incorporate into the job description for the next rating period. Current job descriptions are available on the Human Resources Home Page at www.apsu.edu/hrhomepage/jobdescriptions.htm.

Definitions of Ratings – The definition for each rating is shown on the appropriate evaluation form.

Explanation of Forms – Forms may be downloaded off the web at www.apsu.edu/hrhomepage/evaluation

1. **The APSU Employee Performance Review (Form 1)** - This form is used to assess performance of each staff member. This form is completed during April of each year.
2. **Supervisor Development Feedback Form (Form 2)** - This form is to be used for each employee to evaluate his/her supervisor. Once the form is completed, it is sent directly to the person who completes your supervisor's final evaluation (i.e. anyone reporting directly to the Vice President, will complete the Supervisor's Form. The form then will be forwarded directly to the President). This form must be completed during March each year. **The form should be printed on colored paper. Do not use white paper for this form.**
3. **Supervisor Development Summary (Form 3)** - This form is used during the evaluation of the Supervisor, utilizing the composite scores from Direct Reports.

Avoiding Common Rating Errors

To be fair and objective, a performance review must be based on the employee's job-related behavior, not on personal traits and not a comparison to other employees.

What To Do / What Not To Do

<p>Contrast Effect</p>	<p>Don't evaluate people in comparison with others. "No, he doesn't really deserve an 'Outstanding' rating, but compared to the other employees, he really stands out." Do rate them against the standards for the job.</p>
<p>First Impression</p>	<p>Don't let your initial positive or negative judgment of an employee color your later Performance Assessment. A new supervisor noted one employee who was going through a divorce performing poorly. Within a month, the employee's performance had returned to its previous high level, but the supervisor's opinion of the person's performance was negatively affected by the initial negative impression. Do weigh evidence fairly.</p>
<p>Halo / Horns Effect</p>	<p>Don't make inappropriate generalizations from one aspect of an employee's performance to other areas of that person's performance. David was outstanding in his ability to repair equipment. His excellence in this area led his supervisor to rate him highly in unrelated areas where his performance was mediocre. Do look at all aspects of your employee's work.</p>
<p>Similar-To-Me Effect</p>	<p>Don't rate people who resemble you more highly than you rate others. Marge, a single mother, had worked hard and been promoted to supervisor. She unconsciously rated several women who were also single parents higher than their performance warranted. Do respect differences in talents among your staff.</p>
<p>Central Tendency</p>	<p>Don't rate employees in the middle of the scale if their performance clearly warrants a significantly higher or lower rating. Bill's desire to avoid conflict led him to evaluate all employees he supervised as "Satisfactory." Do be honest – it's only fair!</p>
<p>Negative or Positive Skew</p>	<p>Opposite of the central tendency. Don't rate employees higher or lower than their performance warrants. "No one in my department will get higher than 'Satisfactory' because I want them to have something to strive for." Do be honest – it's only fair!</p>
<p>Recency Effect</p>	<p>Don't allow minor, recent events to have more influence on the rating than those occurring throughout the review period. Because Max doesn't keep notes of the overall performance or important incidents of his employees' work, he can't remember examples from more than two months ago when he sits down to do their performance assessments. Do keep a file for your employee and drop notes into it throughout the year.</p>

Stereotyping	Be careful not to generalize about members of a group and ignore individual differences. Although Joe is the youngest staff member in the unit, he's one of the most dependable. However, Maria rates the older, more experienced staff higher than Joe because he has fewer years in the job. Do recognize individual differences.
Frame of Reference Error	Be careful not to compare an employee's performance to your own personal standards. Do rate your employee based on the job description or written performance standards. Peter rates Conrad as "Satisfactory" on attendance. Although Conrad has used his leave time appropriately, Peter feels that only 100% attendance warrants a higher rating.