

LIFE UNIVERSITY PERFORMANCE EVALUATION MANAGEMENT (Supervisor Title Positions and Above)

PURPOSE OF EVALUATION

The primary purpose of a performance evaluation is to promote individual and institutional effectiveness and to ensure that employees are aware of the expectations of their supervisor and are informed of their progress as members of Life University staff. Evaluations are completed upon completing 90-days of employment and on an annual basis unless a need for more frequent feedback on performance is warranted. This evaluation, which serves as an evaluation of progress and a discussion of expectations for the future, focuses on the objectives and goals of the individual and of the University.

DIRECTIONS FOR COMPLETION

This evaluation is confidential and will be presented to the employee by the supervisor (evaluator). The evaluator will be asked to assess employee performance based on the following criteria:

◆ Supervisory Effectiveness

Effectively delegating, monitoring and following up with employees, effectively coaching, communicating, rewarding, and disciplining employees.

◆ Leadership

Developing and communicating a clear strategic and management direction, communicating priorities, mentoring, role modeling team leadership and equitable decision-making.

◆ Institutional and Departmental Cost Control and Awareness

Understanding and utilization of appropriate financial and budget resources and controls. Contribution of innovative suggestions for improving the efficiency of operations.

Considering the items listed above provide a narrative description of the employee's performance: strengths and knowledge of area; areas of needed improvement; and developmental plans including goals for the next year. Input from subordinates of the employee may also be considered. Comments should be related directly to the job description or assignment.

After completion of the evaluation, a conference should be held between supervisor and employee to discuss its content. The evaluation conference should be held in a quiet location where supervisor and employee will be free to talk candidly without interruption or intrusion. The supervisor should attempt to establish a constructive tone in his or her comments, stressing improvement, development, and growth. The job description should be reviewed with the employee. Areas in which employee performance has declined should be documented and dealt with honestly.

These deficient areas should be targeted as opportunities for future improvement. Throughout the conference the employee should be encouraged to respond at any time, and at conference completion the employee should sign the evaluation form. Employees should be notified that their signature does not reflect their agreement with the assessment, but means that the assessment findings have been discussed with them.

After conducting the evaluation conference, the performance evaluation form should be reviewed and signed by the appropriate department head, or Dean. There should be communication between the evaluator and the employee on

many occasions prior to the formal evaluation process. The actual response should not be a surprise to anyone involved if this communication has taken place.

The Performance Evaluation Forms should then be enclosed in a “Confidential” envelope and forwarded to the Human Resources Department. These completed forms will then become a permanent part of an employee’s individual personnel file. If additional space is needed for any evaluation area, please attach comments on a separate page(s) and include these in the total evaluation package.

PREPARATION FOR COMPLETION

Preparation of this evaluation will be easier and the information it contains more valid if the supervisor follows some general guidelines.

- A. Read the entire form completely before starting.
- B. Familiarize yourself with the job description for this particular employee. The job description outlines the duties and responsibilities of the position while the evaluation seeks to measure how well those duties are performed.
- C. Complete the form as objectively as possible, attempting throughout to avoid prejudice, bias, or favoritism.
- D. Remember that excellence in one area does not necessarily imply excellence overall. Observe and evaluate the work performance in terms of individual performance.
- E. In assessing overall employee performance, consider the total performance for the entire evaluation period. Remember that it is better not to consider only the single accomplishments, single failures, or only the most recent performance. Neither should individual instances of staff or brilliant performance be ignored. They should be considered in the context of total performance for the evaluation period.
- F. Keep in mind that this is a written record of performance. As such, it may be used to substantiate a salary adjustment, promotion, warning, or termination. It provides written documentation for future action. It, therefore, should be completed as thoroughly, accurately, and fairly as possible.

PERFORMANCE EVALUATION

Name: _____ Title: _____

Department: _____ Date of Hire: _____

Evaluation Period: From: _____ To: _____

Type of Evaluation: New Hire/Probationary ____ Annual ____ Other ____

EMPLOYEE'S STRENGTHS/KNOWLEDGE OF AREA

(Indicate what aspects of the job were performed well. Give examples: completion of projects, meeting goals, etc.)

- ◆ _____
- ◆ _____
- ◆ _____
- ◆ _____
- ◆ _____

STUDENT CENTEREDNESS AND DIVERSITY

(Employee exhibits student-centeredness in performance of all job duties. The employee treats all others with respect; understands the impact of culture/background on the behavior of others; respects differences among the Life community and demonstrates inclusive behavior.)

- ◆ _____
- ◆ _____
- ◆ _____
- ◆ _____
- ◆ _____

IN WHAT AREA DOES EMPLOYEE NEED IMPROVEMENT?

(Indicate what improvements need to be made to enhance job performance.)

◆ _____

◆ _____

◆ _____

◆ _____

◆ _____

EMPLOYEE DEVELOPMENT PLAN

(What is the plan to build on performance and to support continued professional development? What actions can be taken to improve performance? List goals and objectives to be attained before the next evaluation period.)

◆ _____

◆ _____

◆ _____

◆ _____

◆ _____

SIGNATURES/COMMENTS

DEPARTMENT:

Supervisor Signature: _____ Date: _____

Dept. Head Signature: _____ Date: _____

Note: The date of signature should be the same as the evaluation date.

EMPLOYEE:

I have reviewed this evaluation and my job description with my supervisor and understand its content. My signature below does not necessarily mean I agree with the evaluation.

Signature: _____ Date _____

Comments: _____

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