

Wake Forest University

Supervisor Instructions for Completing Annual Performance Reviews

The following instructions are provided to assist you in completing the supervisor's portion of the Annual Performance Review form.

1. General

- a. Upon receipt of the review materials to evaluate the regular full-time and part-time employee(s) you supervise, ensure you have the following:

- (1) Annual Performance Review Form(s) – also available on-line
- (2) Position Description(s)
- (3) Employee Instruction(s)

2. Cover Page of the Review Form

- a. Complete requested information on the cover page of the Annual Performance Review form.
- b. Based on feedback from supervisors and managers, the evaluation period for the annual performance review has been changed from January 1 – December 31 to a flexible period that covers the time from the day following the end of the previous annual review period (December 31 for most employees) or from the date of hire for new employees to the end of December, January, February or March – as determined by you, the supervisor. The annual review period does not have to be the same for all employees you supervise; however, reviews must be completed for all employees you supervise by April 30.
- c. Other information on the cover page is self-explanatory.

3. Primary Job Responsibility Statements

In the employee instructions, the employee is instructed, upon receipt of the Annual Performance Review form and the position description, to transfer (re-write) at least 3 and as many as 5 primary job responsibilities from the position description to the appropriate space on the Annual Performance Review form. If a primary job responsibility is too lengthy for the space provided on the review form, the employee may summarize the primary job responsibility and transfer the summary instead. At your discretion, you have the option of transferring the primary job responsibilities yourself prior to delivering the packet of information to the employee for completion of the employee self evaluation. To ensure instructions are properly followed, it is recommended you review the process of transferring the primary job responsibilities from the position description to the review form with your employee(s), unless you decide to transfer the information yourself.

4. Forwarding and Return of Forms for Employee Self Evaluation

Forward a copy of the employee instructions, the review form and copy of the job description to the employee. Upon return of the evaluation forms, look over each form to ensure the employee self evaluation has been properly completed.

5. Supervisor Evaluation of Performance

- a. Read the general instructions on the front cover of the Annual Performance Review form before completing the supervisor's review. It is your responsibility as the supervisor to rate your subordinates.
- b. The four levels of performance are:
Exceeded Expectations (E), Met Expectations (M), Improvement Needed (I), and Failed to Meet Expectations (F).
- c. Begin your evaluation of the employee's performance by reviewing the primary job responsibilities documented in the employee's job description and the performance expectation you and the employee mutually developed earlier in the work cycle.
- d. If, for example, you determine the employee's level of performance "Met Expectations" for the first primary job responsibility, enter "M" in the space to document your rating (the ratings that correspond to each of the performance levels are indicated on the bottom of the review form). Proceed to review the employee's performance of the next primary job responsibility. If in this case you feel the employee did not meet expectations, then determine if the employee's performance was at a level of "Improvement Needed" or "Failed to Meet Expectations" and enter your determination and the basis for your determination and the corresponding rating. Proceed to evaluate the next primary job responsibility. If you determine the employee's performance "Exceeded Expectations", enter your determination and basis for your determination and the corresponding rating.
- e. If the level of performance for a primary job responsibility is "Met Expectations", you are not required to document a basis for your determination. You may simply enter the rating. No other documentation is necessary.
- f. Evaluation of Performance Factors
 - (1) Provide a rating of E, M, I, or F for each performance factor that applies to the employee you are evaluating including any additional performance factors you may decide to add.
 - (2) If you determine a factor does not apply, enter a rating of not applicable ("N/A").

g. Evaluation of Goals, Objectives, and Special Projects (if applicable)

Provide a rating of E, M, I, or F for each goal, objective, or special project that you and the employee agreed to include as part of the annual performance review.

h. Supervisor's Rating of Overall Job Performance

(1) After you have evaluated each primary job responsibility, all performance factors and the goals and objectives (if applicable), determine the overall performance rating.

(2) Enter the result in the box next to "Overall Performance Rating". Provide a brief statement summarizing the employee's overall performance. The narrative should support the rating.

(3) For each primary job responsibility you evaluated at a level of less than "Met Expectations", document an improvement plan in the section titled Career Development. The career development plan is to be discussed with the employee during the regular discussion of the annual performance review.

(4) Sign and date supervisor's summary.

i. Career Development

Complete Part II after discussing a career development plan with the employee. The purpose of a development plan is to advise the employee of pertinent knowledge, skills and abilities that could help enhance his/her current performance and recommend training and education designed to assist the employee in gaining the knowledge, skills and abilities necessary to perform at an optimum level.

6. Informal Review with the Department/Office Head (or Designee)

Prior to meeting with the employee to discuss the performance review, the supervisor should give the department/office head (or designee) the option of informally reviewing the performance evaluation in order to identify and resolve any problems/inconsistencies in the performance review before the discussion with the employee occurs. This informal review would be in addition to the required review after the supervisor and the employee have discussed the performance review.

7. Review Discussion

a. Schedule a meeting with the employee to discuss your evaluation of his/her performance. This discussion is to include:

(1) A review of your evaluation of each primary job responsibility, performance factor, and goal, objective or special project (if applicable).

(2) An explanation of your determination of the overall rating.

- (3) A discussion of the development plan, if applicable.
 - (4) Providing the employee an opportunity to comment in writing regarding the evaluation – including specific areas of disagreement if any exist.
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- b. In accomplishing the above, it may be necessary to schedule the discussion over more than one meeting. Once all tasks have been completed and all issues addressed (not necessarily resolved), obtain the employee's signature.
 - c. After you have completed the review discussion, forward the evaluation package to the department/office head (or designee) for signature and then route to the Human Resources Department.
 - d. Retain a copy of the evaluation package for your files.