Guidelines for Conducting
Staff Performance Assessments

Performance Factors - Comment on the staff member’s performance in areas such as:

- **Communication** - writing, oral, listening and interpersonal skills
- **Dependability and Cooperation** - attendance, punctuality, consistency of performance, inter- and intra-departmental cooperation
- **Initiative and Adaptability** - resourcefulness, autonomy, flexibility, willingness to change, ability to learn new things
- **Judgment and Organization** - discretion, confidentiality, decision making, ability to prioritize and plan ahead
- **Quality and Quantity of Work** - job knowledge/skills, efficiency, dependability of results, attention to details, ability to meet deadlines

The performance factors are not rigidly defined; instead they are suggestions of areas to consider when evaluating each factor so that you may tailor the factors to the position the staff member holds. Whenever possible, specific examples of behaviors should be noted to support your evaluation in each category.

**Strengths / Achievements / Areas Needing Improvement** - Comment on the staff member’s strengths, achievements and areas that may need improvement. Be specific. The employee should be praised for accomplishments and strengths should be reinforced. Do not avoid identifying areas needing improvement. This is a developmental tool, and every one of us has some area that can be improved.

**Goals and Objectives** - Devising a plan for development that identifies specific performance goals and objectives to be achieved during the coming year is one way to motivate staff members and clearly communicate performance expectations. Be creative and encourage the staff member to work with you in developing this plan.

**Discussion With Employee** - The most important part of any performance review is the discussion between supervisor and employee. Conduct the review as an exchange of information, not as a report card. Encourage the staff member to actively participate in the discussion and share his/her views.

**Employee Comments** - Following the performance appraisal discussion, encourage the staff member to review the written document and make written comments about any part of the review. The staff member should then sign the written appraisal. Signing the appraisal does not constitute agreement or disagreement with the review, but rather an acknowledgement that the appraisal has been read and discussed.

*Please forward the completed written performance appraisal to Human Resources for inclusion in the employee’s personnel file.*