

**Samford University**  
**Employee Performance Appraisal Instructions**

***Read these instructions prior to completing a staff employee's performance appraisal.***

Section 1. Performance Appraisal

In this section, the employee's overall performance is appraised. This is done by developing and using a set of performance expectations. Performance expectations can be defined as qualitative and/or quantitative statements that describe how an employee is expected to perform.

Performance Expectations should not simply be a list of tasks, but should be statements that when reviewed give an overall impression of the quality of work that is required of the employee on the job. The performance expectations for different employees in the same job, reporting to the same supervisor, should be essentially the same. Expectations should be related to job performance. Inappropriate behavior or conduct should be addressed through disciplinary means.

The *Weight* is a means to illustrate to the employee the relative importance of each performance expectation. This should be determined by the evaluator because it is the responsibility of the supervisor/manager to set priorities for the future (although the weight when used on the performance appraisal should accurately reflect where the employee has actually placed time and importance, therefore the weighting of performance expectations for appraisal of past performance may include employee input). The *Weight* of each performance expectation is expressed only in multiples of 5 and when totaled must equal 100.

A *Performance Rating* that best describes how the employee performs that component of his/her job is assigned to each performance expectation. The *Performance Rating* given for each performance expectation should be an honest, accurate assessment of the employee's performance that can be supported if necessary. The ratings are given retrospectively based on what has been expected of the employee over the past year.

The *Performance Rating* should be determined by the evaluator based on the evaluator's performance documentation, observations and appropriate input from other sources.

This form must not be used as a self evaluation form for the employee. There is a separate form for an employee self evaluation.

The *performance ratings* are defined on the performance appraisal form. The ratings used may not vary from those definitions. In other words, a performance rating of 2.5 is not defined so it may not be used.

A rating of *Unacceptable (1)* or *Outstanding (5)* requires additional and thorough documentation on a separate document. Specific examples of the performance that warrants one of these ratings must be given.

The evaluator should not avoid a rating of *Expected* if the definition applies, and in the majority of cases, it will. This is an extremely important point. By definition, the *Expected* rating implies thoroughly acceptable work and is a desirable rating that should have a high frequency of occurrence.

The overall rating is obtained by multiplying the *Weight* times the *Performance Rating* for each performance expectation and then totaling the numbers in the *Weighted Rating* column.

## Section 2. Comments on Performance

Desirable performance that should be continued (2.a.) is an opportunity for the evaluator to highlight a specific performance expectation that merits special attention and/or to recognize a special performance effort by the employee that was not part of the performance expectations.

Undesirable performance that should be eliminated (2.b.) is an opportunity for the evaluator to bring special attention to a problem performance expectation. It is also a means to bring to the attention of the employee that there is a performance problem that needs to be eliminated that may not be part of a performance expectation. This provides good documentation in the event that it is needed. If there is nothing to comment on in this section, simply write "N/A".

In the section 2.c. under Comments on Performance, the evaluator has the opportunity to indicate to the employee that a performance expectation will be added or changed for the coming year. If a performance expectation has to be added or changed after the performance evaluation form has been completed, the employer should be informed as soon as possible and in writing.

## Section 3. Performance Planning

There are two distinct areas. In 3.a, the evaluator addresses the training and developmental needs of the employee who is having a problem with a performance expectation. In 3.b., the evaluator discusses opportunities for professional growth and development where no performance problems exist. Comments made in either area should be job-related and unique to the employee being evaluated.

## Section 4. Signatures

The employee, the evaluator and the evaluator's manager should sign the completed form. The evaluator and the evaluator's manager (Approval) should sign before the performance ratings are reviewed with the employee. The evaluator certifies by signing the form that his/her assessment of the employee's performance is accurate to the best of his/her knowledge. The evaluator's manager certifies by signing the form that he/she has reviewed the rating of the evaluator and agrees with the evaluation. The time period that is the basis of the appraisal should also be entered.

After the evaluator reviews the form with the employee, the evaluator should ask the employee to sign the form, acknowledging receipt. If the employee refuses to sign the performance appraisal, the evaluator should write on the form that the employee refused to sign, along with the date and time of the review and the name of the reviewer.

The employee is to be given a copy of the completed and signed form and the original is to be sent to Human Resources.

## Section 5. Employee Comments

Attach additional sheets if necessary to accommodate the employee's comments. The evaluator is to read the employee's comments and respond if necessary. The evaluator should not respond for the purpose of arguing over opinions. The evaluator should respond if the employee's comments misstate facts. If the employee's comments suggest unlawful discrimination, or other illegal or improper acts, the evaluator must bring this to the attention of Human Resources for guidance on whether or how to respond.