

ADMINISTRATIVE STAFF

BGSU Performance Appraisal

The University has established the following guidelines to assist you with assessing performance, which is a continuous process occurring throughout the year. The purpose of performance appraisal is to help facilitate the growth and development of individuals; and, in so doing, provide for the growth and development of the organization. A performance appraisal process for Administrative Staff should

- clearly define job expectations
- improve communication between employee and supervisor
- align employee goals with the overall goals of the University, college or department
- link performance with rewards such as compensation increases, promotions, recognition, assignments, professional development opportunities and career advances
- be consistent across University departments and areas
- identify employee training and professional development needs
- establish clear-cut intervention strategies when performance does not meet identified job requirements

Mandatory training in the performance appraisal process will be provided by the Office of Human Resources for all Administrative staff and their supervisors (including Faculty who supervise Administrative staff).

PERFORMANCE APPRAISAL PROCESS

Mandatory training will be provided by the Office of Human Resources to all administrative staff and supervisors of administrative staff. New hires will also go through a training session as part of their orientation to the University.

GETTING STARTED 1ST YEAR. After conducting the performance appraisal for the current year, supervisor and employee jointly establish goals and objectives for the coming year.

<p>1. The supervisor observes and documents employee's performance regularly sharing feedback throughout the year.</p>	<p>2. Employee reviews job analysis, making appropriate changes, and completes Performance Appraisal Form "PAF" for the previous year; using goals and objectives for year.</p>	<p>3. Supervisor reviews employee's job analysis, completes "PAF" for the previous year, plans goals and objectives for the coming year.</p>	<p>4. Supervisor and employee discuss the previous year's performance, current job analysis, and finalize goals and objectives for the coming year.</p>	<p>5. Supervisor sends completed "PAF" and current job analysis to Human Resources. Copies of all documents are given to the employee.</p>
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AT END OF NEXT YEAR

The Performance Appraisal Process cycle continues with Step #1

**BOWLING GREEN STATE UNIVERSITY
ADMINISTRATIVE STAFF PERFORMANCE APPRAISAL FORM**

Employee:	Title:	Evaluation Period:
	Form Completed By:	Date Form Completed:

	GENERAL INSTRUCTIONS
	The purpose of this appraisal is to evaluate employee performance
Step 1 -	Identify preliminary goals for discussion. Prior to meeting, employee and supervisor each should identify major goals, initiatives, and accomplishments and be prepared to discuss these.
Step 2 -	Complete the employee information block at the top of this page.
Step 3 -	Record your performance observations as well as performance information. Comments should be job-related, specific, accurate, and concrete. Consideration should be given to employee's major strengths and areas for improvement.
Step 4 -	Conduct performance appraisal interview. Give consideration to changes that may be needed in the employee's job analysis. Remember: goals and objectives define success in the job and must be flexible in response to changes throughout the year, but any changes should be made with the full participation of both employee and supervisor. Keep the goals SMART -- Specific, Measurable, Attainable, Relevant and Timely. Clearly state how the goals will be measured. Focus on measurable performance such as "deliver, develop, produce, increase, or improve." Goals must also have a time frame.
Step 5 -	Provide additional relevant comments, sign, and date completed form. Consider types of training or additional skills that would be desirable in order to fulfill the duties of this position; internal and external professional activities performed in the community; mentoring of students; BGSU committee work; personal goals, etc.
Step 6 -	Allow employee an opportunity to provide comments and have employee sign and date form. Comments here might include how supervisor could better aid employee in effectively performing job duties, what the employee needs in terms of feedback and timely communication with supervisor, concerns about safety, confidentiality, objectivity, etc.
Step 7 -	Return original completed form and current job analysis to Human Resources and provide employee with a copy of the completed form.

General

<p><u>Area 1 - Commitment to BGSU Mission, Goals, Policies & Regulations:</u> Promotes and works toward achievement of university-related goals within the framework of university policies and procedures (e.g., maintains regular and reliable attendance, enforces and complies with safety and health policies/procedures; promotes equity and diversity in the work place).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 2 - Core Professional/Technical Knowledge & Skills:</u> Understands and applies job-related knowledge and skills, policies and procedures, and technical expertise to fulfill responsibilities of the position (e.g., comprehends and applies concepts, policies and procedures and technical skills; adapts to changes in job, methods, or surroundings; originates or improves work methods).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 3 - Professional Development:</u> Maintains and updates professional knowledge and skills necessary for success in current position (e.g., participates in individual/staff training and development activities provided by unit, division, or university; attends off-campus development and educational activities contingent upon support in terms of financial resources and release time by supervisor).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 4 - Written & Oral Communication Skills:</u> Communicates effectively with supervisor, coworkers, and others (e.g., shares information, communicates job-related information, prepares written documentation and administrative procedures, facilitates and participates in meetings, prepares and delivers oral presentations).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 5 - Resource Use & Management</u>: Uses appropriate resources to increase effectiveness of unit/area and BGSU (e.g., monitors financial status of unit/area, schedules employees, prepares and interprets statistics, develops and manages budget).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 6 - Service & Quality Orientation</u>: Provides effective customer service and sets and monitors quality standards for service delivery by self and unit/area (e.g., delivers quality services in friendly and professional manner, ensures that work products such as completed forms, records, and answers to questions have no errors; modifies old and develops new programs to improve customer service or program quality).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 7 - Interpersonal Relations at Work:</u> Develops and maintains effective working relationships with supervisors, staff coworkers, and others (e.g., deals effectively with interpersonal problems at work, consults with colleagues, demonstrates loyalty, collaborates with colleagues and is able to maintain professional confidentiality).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 8 - Internal/External Relations & Service:</u> Presents a positive impression of self and university while participating in university and non-university service activities (e.g., delivers presentations and lectures to the community, networks with off-campus community leaders, participates on university and non-university committees).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

Supervisory/Management

<p><u>Area 9 - Human Resources Development:</u> Hires, trains, instructs and evaluates staff members (e.g., aids in selection of staff members; provides release time and financial support for development; develops and monitors performance expectations for staff members; provides continuous feedback, conducts effective performance reviews).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 10 - Program Monitoring, Coordination & Management:</u> Monitors, coordinates, and directs program activities to ensure adherence to policies and procedures given available resources, and to meet short and long-term goals (e.g., ensures quality improvement in programs, reviews customers' progress and attainment of goals, collaborates with appropriate others for program modification and development).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 11 - Supervision/Team Building:</u> Provides direction and support to individuals and teams to improve their work effectiveness (e.g., assigns tasks and responsibilities to staff/teams; ensures and monitors adequacy of resources necessary for staff/teams to accomplish their jobs; develops an atmosphere of teamwork and cooperation).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

<p><u>Area 12 - Leadership & Vision:</u> Develops and implements new programs and policies in area/unit to enhance work effectiveness, customer service, and staff morale and motivation (e.g., proposes or champions new initiatives or directions to improve area/unit and university; generates employee support, enthusiasm, and trust; effectively represents area/unit on campus and in the community).</p>	<p><u>Observations:</u></p>
<p><u>Goals for next rating period</u></p>	

Performance Appraisal Summary

Supervisor Summary:

Supervisor Signature:

Additional comments by employee:

Employee Signature:

Signature indicates review of evaluation has taken place, not agreement or disagreement with contents.

Second Level Supervisor's Signature: