

**The Research Foundation
of State University of New York**

**PERFORMANCE APPRAISAL PROGRAM FOR
ADMINISTRATIVE EMPLOYEES**

INSTRUCTIONS FOR SUPERVISORS

GUIDELINES FOR COMPLETING FORM

A. PERFORMANCE PROGRAM

In one or two paragraphs, briefly outline objectives you expect the employee to accomplish in his or her position. In addition, in a sentence or two, detail any specific project or objective that will be evaluated during this review period.

Comment briefly on any job-related factors or skills that you expect the employee to improve during this evaluation period.

Outline any plans you have for cross-training, seminars, or specific job assignments that will assist your employee either in improving performance in his or her current position or in general career development.

Sign the performance program section of the Individual Performance Program and Appraisal Form (page 1), have your manager approve it, and then discuss the program with your employee. Both you and your employee should keep copies since this will provide the basis for your performance appraisal.

B. PERFORMANCE APPRAISAL

Before completing the performance appraisal, you should:

- Have a clear idea of what you consider acceptable levels of performance in the position being reviewed.
- Have regularly observed and monitored the performance of the employee you are evaluating.
- Exercise care to be objective and fair and to base ratings on observable performance.

- Consider the information on the employee's self-appraisal if the employee has completed one.
- Take the time to properly do the job of appraisal.

In one or two paragraphs, briefly summarize the employee's success in meeting the objectives outlined in the performance program.

Outline those job-related factors and skills that contributed to the employee's successful performance and describe factors and skills that need improvement.

Choose an appropriate descriptive rating to reflect the employee's performance:

- Exceeds Expected Level of Performance. A rating in this category indicates that the employee consistently exceeds the requirements for the tasks or objectives to be accomplished during the evaluation period. The employee has made outstanding contributions to the work of the office/project.
- Effective and Competent Performance. A rating in this category indicates that the employee meets performance expectations and has generally achieved the objectives or successfully performed the tasks specified in the performance program. The employee may be performing better than expected for some of the objectives and tasks assigned.
- Minimally Effective Performance. A rating in this category indicates that the employee's performance is at a minimally acceptable level. The employee requires extra direction or the supervisor finds it necessary to avoid assigning normal tasks or responsibilities to the employee. There is need for improvement in one or more areas of the employee's performance.
- Employee Needs Improvement. A rating in this category indicates that the employee's performance clearly does not meet minimally acceptable standards. There is need for immediate and significant improvement in performance.

Sign the back page of the Individual Performance Program and Appraisal Form, have your manager approve it, and then discuss the appraisal with your employee. The employee should be given two working days to review the form and comment on it. You should then discuss the employee's comments and establish the performance program for the next year.