

**Supervisor's Checklist**  
**Preparing and Conducting Annual Performance Evaluations**  
**for Merit Staff**

**Prepare for Annual Evaluation**

- Review last year's Merit Employee Performance Evaluation form for employee
- Review your documentation pertaining to employee from past year (discipline, coaching, kudos for successes)
- If any performance goals were set last year, determine whether they were met
- Consider soliciting feedback from the employee: ask for a summary of their accomplishments over the past year; ask the employee for a self-evaluation. Set a deadline for any feedback ahead of completing your evaluation
- For employees who have had performance issues in the past year, seek input from your [HR Delivery Team](#) or [UHR Employee Relations/Labor Relations Consultant](#)
- Login to Workday and complete [performance review](#) for your employee
- When completed, Workday will prompt you to schedule a meeting to review the evaluation with your employee
- Set up a date and time for a private meeting with your employee—give the employee options or plenty of time in advance (no surprise meetings)
- Create outline of talking points - bulk of review is on strengths, and weaknesses are put into context with specific examples
- Rehearse conversation prior to review discussion
- Consider whether any career development opportunities may exist for next year
- If you want employee to consider goals for next year, ask them to consider this ahead of your in-person meeting

**Conduct Evaluation Meeting**

- Establish a comfortable, private environment for the meeting and schedule it at a time where you and employee will not be rushed (i.e., no meetings immediately after; provide a buffer between evaluations, in case one runs over)
- Review required duties in Position Description and Responsibilities Statement (PDR) with employee. Do they believe the PDR is still accurate? If not, discuss with the employee in order to determine changes as necessary in order to update PDR.
- Review and discuss your performance ratings; give employee time to share their thoughts and perceptions as well
- Review and discuss overall performance
- Discuss goals, expectations, development opportunities for the coming year
- Solicit comments from employee on their career aspirations and the expectations they have for themselves
- Review the institutional and departmental values and strategic plans, as they may be relevant to position
- Review policies, procedures, and guidance critical to position, including:
  - Guidance relating to how the employee can safely perform their job (applicable OSHA standards, lab safety, safe lifting, safe operation of equipment, food prep, etc., as applicable to position)
  - Department goals/governing documents/strategic plans
  - Key University policies: [Violence-Free University](#), [Anti-Discrimination & Anti-Harassment](#); [Non-Retaliation for Reporting Misconduct](#), [Reporting Responsibilities Violations](#)
  - [Principles of Community](#)
  - Remind employee of resources: [Ombud's Office](#), [EAP](#), as may be appropriate
- Identify specific expectations for next year
- Give employee opportunity to share "anything else" they want before closing meeting
- After meeting, complete the manager acknowledgement task in Workday and send on for employee's acknowledgement
- Follow up with your HR Partner or HR Coordinator if your employee refuses to acknowledge the

### **Follow-up to Evaluation Meeting/Throughout the Year**

- Actively observe and coach performance throughout the year – address poor habits in real time; praise/give compliments as good work is performed
- Provide casual feedback and coaching on an ongoing basis
- Document skills, accomplishments, performance and development throughout the year.
- Manage performance gaps with coaching, additional training
- For employees who are under-performing, write a reminder to follow-up with employee 3, 6, and 9 months after annual performance evaluation—even if just a casual 5 minute conversation about performance. For employees who are falling short, schedule a more formal meeting, so their performance is more than a once-a-year conversation. Document all interactions regarding performance. Negative/critical feedback should be delivered in person, not via email. An email summary should be sent after the conversation to summarize the critical feedback and emphasize your expectations.