



**FAIRLEIGH  
DICKINSON  
UNIVERSITY**

## **INTERIM PERFORMANCE EVALUATION**

### **INSTRUCTIONS FOR SUPERVISORS**

**ACTION STEPS:** Supervisors are required to use this form and conduct formal mid-year performance evaluations for employees with an overall performance rating of Fair (1) or Unsatisfactory (0) the prior year. Continued Unsatisfactory performance at the time of the interim performance review will be grounds for disciplinary action and may lead to termination. Employees with an overall performance rating of Fair (1) will be put on notice that the next 1 year performance appraisal must show an overall improvement to Good (2); no improvement will be grounds for disciplinary action that may lead to termination. Supervisors are required to contact the Assistant Director of Human Resources for guidance on the disciplinary process.

Supervisors may also choose to use the **Interim Performance Evaluation** for employees with an overall performance rating of Good (2) or better for mentoring/coaching purposes, to review progress being made on goals, or to evaluate performance mid-way through the year or more frequently, if they feel it is needed for certain Performance Factors.

**REVIEW: At the time of the written review,** the following steps should be performed:

- 1) **Prepare the Written Review.** Using information from the prior 1 year **Employee Performance Evaluation and Development Plan**, personal observations, and input gathered from individuals the employee has had significant interface with during the past 6 months, along with notes and information collected throughout the six-month interim, the supervisor will complete the **Interim Performance Evaluation** form for the employee detailing the previous and current review ratings. Only Performance Factors rated Fair (1) or Unsatisfactory (0) during the prior 1 year review need to be addressed. However, the supervisor is free to rate the other categories, as well. The supervisor should also provide comments, as well as detailed information on the progress thus far and where improvement is still needed. For employees with continued Unsatisfactory performance, completed **Interim Performance Evaluations** should be reviewed by the supervisor's supervisor and the Assistant Director of Human Resources prior to the evaluation meeting, since failure to improve performance is grounds for disciplinary action that may lead to termination.

**If an employee is to be terminated due to continued Unsatisfactory performance, please contact the Assistant Director of Human Resources for guidance prior to conducting the performance review discussion with the employee.**

- 2) **Conduct a Performance Review Discussion.** The supervisor and employee should meet to:
  - 1) review and discuss the Performance Factors and ratings on the **Interim Performance Evaluation**; 2) recognize areas of improvement; 3) review the status on areas still needing improvement; and 4) provide further recommendations for employee development. Continued Unsatisfactory (0) performance is grounds for disciplinary action that may lead to termination.

The supervisor should schedule a time and place to conduct the interim performance review with the employee so that there will be no interruptions. The supervisor needs to devote full

attention to the employee and the review process. A performance evaluation session should take 30 minutes to 1 hour.

- 3) **Finalize the Written Review.** The signed **Interim Performance Evaluation** should be sent to Human Resources (M-SC1-01) with the signatures of the employee and supervisor to be placed in the employee's personnel file. The employee's signature on the evaluation form acknowledges that the employee has read the evaluation. It does not necessarily indicate agreement with the assessment.

**DEFINITIONS OF RATING CATEGORIES:** *The following definitions should serve as guidelines for assigning evaluation ratings for Performance Factors.*

<b>Outstanding (4):</b>	Employee is exceptional in all areas of responsibility. Performance significantly exceeds standards and expectations and can be considered a model for the department. Performance at this level is rare and would generally be recognized by peers, immediate supervisor, management, and others. This individual suggests and initiates improvements/changes and through his/her own performance has materially enhanced effectiveness of the department or work area. Performance is generally not equaled by others. For employee evaluations to retain credibility, supervisors should use this rating sparingly.
<b>Very Good (3):</b>	Employee exceeds most position requirements. Performance at this level consistently exceeds standards and expectations and would generally be recognized by peers and immediate supervisor. Performance is characterized by notable skill, initiative and superior job knowledge. This individual's performance exceeds most other employees in the same or similar position.
<b>Good (2):</b>	Employee consistently meets performance standards. The individual performing at this level is considered a fully competent, stable and skilled performer by co-workers and immediate supervisor. Employee may occasionally exceed job performance standards and expectations. This level of performance is what would generally be expected from most competent, experienced employees.
<b>Fair (1)</b>	Employee meets some performance standards but is deficient in others. Performance does not consistently meet acceptable levels in all areas. Overall performance only meets the minimum standards and expectations. The need for further development and/or improvement is clearly recognized and expected. Performance at this level may cause the department and/or co-workers some problems or inconveniences, or tends to diminish the department's effectiveness and/or productivity. Performance at this level is characterized as "just getting by". Employees with an overall performance rating of Fair will be put on notice that the next 1 year performance appraisal must show an overall improvement to Good. No improvement will be grounds for disciplinary action that may lead to termination. Coaching and/or additional training by the supervisor are required.
<b>Unsatisfactory (0):</b>	Employee's performance is consistently unacceptable. It is inadequate and below minimum acceptable standards and expectations. There is considerable room for improvement. Performance is causing problems/inconveniences/hardships for the department and/or co-workers

and is having a negative impact on departmental effectiveness and/or productivity. This level of performance cannot be condoned or allowed to continue. A continued overall performance rating of Unsatisfactory at the time of the next Interim Performance Review will be grounds for disciplinary action that may lead to termination.

***Not Applicable (N/A):*** Employee does not have an opportunity to use this skill.