



Molloy University - Performance Evaluation – Instructions for Supervisors

All forms are available here: [Forms for Supervisors](#)

Why Evaluate? Evaluations are important not only to inform employees of their performance level, but to help clarify and reinforce Molloy's core values and performance expectations, to encourage growth and personal and professional development and to record improvement, progress, or concerns with performance. In addition, a successful evaluation process enables supervisors and employees to set future oriented goals and identify professional development needs and opportunities that support the University's and department's plans and establish priorities for the coming year. Although performance should be observed and communicated about on an ongoing basis, the annual evaluation is the opportunity for both parties to look at the year in review and to plan and set goals for the next. It is also the formal copy that is signed by the employee's supervisor and Vice President/Dean and maintained in Molloy's electronic personnel file.

When to Evaluate? Supervisors are expected to complete the annual performance evaluation process at the end of the spring semester. The individual employee begins the process by completing and returning [*Section 1: Employee Self Evaluation*](#) of the Performance Appraisal Form to their supervisor. Annual reminders are sent from the Human Resources Department.

[*The Employee Probation Review*](#) should be completed at the completion of the employee's initial probationary period and [*The Employee Performance Improvement Plan*](#) should be completed monthly when a performance improvement plan has been put in place.

Who to Evaluate and What Forms to Use? Administrative and staff employees in full or part time positions should be evaluated on the regular [*Performance Appraisal Form*](#). Those employees who have managerial responsibility over one or more full or part time employees should also be evaluated on their supervisory skills via the [*Addendum for Managers Form*](#). Employees in the Essential Services Departments should be evaluated on the [*Essential Employees Performance Appraisal Form*](#).



How to Evaluate? Careful attention to the performance appraisal process is essential part of the supervisory role and should entail a dedicated and thoughtful reflection on the accomplishments and challenges the employee faced over the past year, as well as an assurance that they were congratulated on their successes and reminded of any areas where development was needed throughout the rating period. An in-person meeting should be scheduled at least 2 weeks in advance to allow sufficient time for thought and discussion. Employees will initiate the process by completing the self review portion of the appraisal form for their reflection upon their actual work and accomplishments at least 2 weeks before the evaluation meeting.

It's all in the ratings! The form itself is relatively straightforward; however, a supervisor should be mindful to be consistent when using the ratings scales.

- For Sections I and III - Job Performance and Overall Performance Rating – the following ratings should be used: “Exceeds Expectations”, “Meets Expectations” and “Development Needed”
- For Section II – Skills and Knowledge – the employee should be rated as either "Significant", “Appropriate”, “Growing”, or "Not Yet Demonstrated".

Defining Comments: A rating of “Development Needed” or “Not Yet Demonstrated” suggests performance challenges. When assigning this rating, both a goal and an agreed upon plan for development in the comment section are required.

Defining Goals and Progression: The final page of the form is designed to review the goals set in the previous year and set new goals for the coming year. It is important to revisit the goals from the prior year to identify the success and/or progress toward the goal and reset and re-establish priorities and expectations for the future. The goal setting and review process also allows employees the opportunity to discuss, build upon and share their individual gifts and talents.

Employee Comments and Suggestions: After the review, the employee should be encouraged to provide written feedback on the review process.

Need Help? Human Resources holds annual evaluation workshops for both employees and supervisors, if there is any question as to an evaluation that might be considered delicate or other advice or strategy is needed, please contact Lisa Miller, Assistant Vice President for Human Resources at lmiller@molloy.edu.