

Supervisor Instructions: Annual Performance Evaluation Form

Please follow the instructions for completing the annual performance expectation conversations and form with employees.

Overview

1. Work with your lead to understand any recommended performance metrics and rating scale definitions or performance expectations they have for the team. If you have questions about who the functional leads are, visit the pilot landing page (<http://doa.alaska.gov/dop/directorsOffice/performance/>). On the right side of the page, please reference the “Pilot Forms” section for a list of current leads.
2. Use Adobe Reader to ensure the form’s features work correctly. Please contact OIT for assistance with using Adobe Reader.

I. Employee Information

3. Complete the “Employee Information” section for each employee.
4. Ensure the evaluation reason is set to “Annual/Pay Increment”. Click the arrow to the right of the input field to open the dropdown menu and change the evaluation reason.
5. The review period start and end dates should be set to the upcoming performance year, January 1—December 31. Select the date input field and click the arrow to the right of the input field to open the date selector.

II. Performance Metrics

6. Enter the first performance metric under the “Performance Metrics” section. If you have questions about developing performance metrics, visit the pilot landing page (<http://doa.alaska.gov/dop/directorsOffice/performance/>). On the right side of the page, please reference the “Pilot Forms” section for material on how to develop performance metrics.
7. Below the rating titles, enter the definitions for each rating.
8. The open-text question should be left blank. The radio buttons and the open-text question will be populated January 2021 during the mock evaluation.
9. Repeat steps 6 and 7 for the remaining performance metrics and ratings.

III. Core Values

10. The “Core Values” section should be left blank. During the one-on-one performance expectation conversations with the employees, supervisors should introduce the core values so that employees are aware of the core value

definitions and behavioral indicators on which they will be evaluated in January 2021.

IV. Developmental SMART Goals

11. Save and send the form to the employee and ask them to review the new performance criteria in preparation for the performance expectation conversation. Ideally, the employee will have already participated in a SMART Goals working session and will be able to enter their SMART Goals.
12. After entering their SMART Goals, the employee should email the form back to the supervisor for review prior to the performance expectation.
13. Supervisors should ensure all of the SMART criteria have been met and that the SMART goal(s) are neither too easy nor difficult for the employee. If you have questions about developing SMART Goals, please visit the pilot landing page (<http://doa.alaska.gov/dop/directorsOffice/performance/>) and refer to the section entitled “SMART Goal Materials.”
14. The radio buttons and open-text questions should be left blank or in their default state; these will be populated in January 2021 during the mock evaluation.

V. Impact and Contributions

15. The “Impact and Contributions” section should be left blank. During one-on-one performance expectation conversations with employees, supervisors should introduce the questions in this section so that employees are aware of the questions their supervisor will respond to during the January 2021 mock evaluation.

VI. Overall Rating/VII. Recommended Action/VIII. Employee Comments (Optional)

16. These sections will not be used for the performance pilot and should be left blank.

IX. Acknowledgment

17. Do not sign the form now. The “Acknowledgment” section should be left blank until you have held your performance evaluation discussions in January 2021.

Submission

18. The supervisor and employee should review the information populated in the form during a one-on-one performance expectation conversation. By December 20, 2019, the supervisor should send the completed form to DOAevaluations@alaska.gov and CC the employee so that they have a copy of the submitted form.

Note: Both the supervisor and the employee should take the initiative throughout the year to update the performance metrics and SMART goals sections when the supervisor and employee have collectively identified that changes are required for the performance evaluation form to reflect the most valuable activities for a given role. Edits should stay

between the supervisor and employee; the supervisor does not need to resubmit the form throughout the year when changes are made.

Common Issues

Use Accurate Employee IDs

The employee ID is the primary piece of information used to connect performance evaluations to employees. Please ensure that all employee IDs are correct before submitting the performance evaluation form.

Do Not Use Biased Language

Do not reference age, gender, race, disability, orientation, marital status, or religion. Do not reference family or medical leave in any context.

Write Observations, Not Assumptions

Do not speculate on the reasons behind employee actions, connect events without evidence, or make judgments about an employee's character.

Do Not Reference Other Employees

Do not reference other employees by name or other identifiable information. A performance evaluation should only contain information about the activities and behaviors of the recipient employee.

Expectations for Supervisors

Supervisors serve as a critical link in connecting employees to the mission, vision, and goals of the organization while helping develop employees to contribute effectively. These are some of the actions you can take as a supervisor to help your employees be successful.

[Help Employees Understand the Reasons for the Performance Evaluation Process](#)

The performance evaluation process is a tool through which organizational priorities and performance expectations are clearly communicated to employees. Employees will benefit from an understanding of how their contributions impact organizational goals and where to direct their efforts to make the most valuable contribution. Employees will also gain insight into the actions they need to take to improve their work, as well as what they are already doing well.

As a supervisor, this process will help you see where your employees may require the benefit of your feedback and support to meet their performance goals. The performance evaluation process is meant to be developmental, not punitive. We hope that through this process, everyone will receive the tools they need to be successful.

[Communicate Expectations](#)

The basis of the performance evaluation process is an understanding between supervisors and employees of the performance expectations for the upcoming year. You will need to work with each of your employees to set SMART goals that reflect organizational priorities. Your employees should start the performance year with a clear understanding of your performance expectations and how they will meet those expectations.

Each section is weighted as follows:

- Performance Metrics: 40%
- Core Values: 25%
- Developmental SMART Goals: 35%

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Though the formal performance evaluation takes place only once per year, as a supervisor, you should be giving feedback, both positive and negative, on an ongoing basis. There should be no surprises when your employee receives their performance evaluation at the end of the year. Give your employees sufficient opportunity to realign their activities and behavior with performance expectations throughout the year. Similarly, your employees should not have to wait until the end of the year to hear positive feedback from you on what they are doing well.

Avoid Biasing Your Evaluation

The performance evaluation should represent the employee's activities and behavior over the entire performance year. To do this effectively, you may need to keep track of the activities and behaviors you observe throughout the year. Avoid bias by structuring evaluations around concrete examples, both positive and negative.

Discuss Your Evaluation

At the end of the performance year, you will discuss your performance evaluations for the past year, as well as set expectations for the coming year. Approach performance discussions not as a critique or judgment, but as an informed discussion focused on jointly analyzing performance problems and developing solutions. Emphasize the potential of your employees, and don't miss the opportunity to commend your employees for the work they have done well. When possible, tie employee performance results back to the organizational mission, vision, and goals.