

Performance Evaluation for Administrator and Civil Service

The contributions made by each of us are key to the success of Chicago State University. Performance evaluations play a significant role in integrating organizational assessment, planning, and goal setting with individual performance planning, goal setting, and measurement. They also provide a framework for professional development and recognition of the quality of work provided by individuals and their commitment to the mission and goals of the University. Successful performance management is an ongoing and continuous process involving interactive and open communication between the evaluator and the staff member whose performance is being evaluated.

Ideally, the performance management process continues throughout the year with regular communication and feedback between the evaluator and staff member. Doing so encourages a higher level of performance and ensures compliance with University practices. Written performance evaluation serve as a resource for documenting these communications and as a reference document to guide future performance as the year progresses. In as such, performance evaluations provide:

- A regular focal point to measure individual progress
- A mechanism for developing and communicating new goals for the upcoming year
- An opportunity to motivate achievement of increased performance
- A framework for communication regarding expectations, performance, and personal development
- An opportunity for staff to share their own performance and goals for the upcoming year and suggest how they could make improvements through their own work.

One of the best ways to appreciate the purposes of performance evaluation is to look at it from the different viewpoints of the main stakeholders: the employee and the organization.

From the employee viewpoint, the purpose of performance appraisal is four-fold:

- (1) Tell me what you want me to do
- (2) Tell me how well I have done it
- (3) Help me improve my performance
- (4) Reward/Recognize me for doing well.

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From the organization's viewpoint, one of the most important reasons for having a system of performance appraisal is to establish and uphold the *principle of accountability*.

It is known that one of the chief causes of organizational failure is "non-alignment of responsibility and accountability." Non-alignment occurs where employees are given responsibilities and duties, but are not held accountable for the way in which those responsibilities and duties are performed. The objective is to align responsibility and accountability at every organizational level.