



Office of Career Development

APPLIED PRACTICE EXPERIENCE

**PERFORMANCE
FEEDBACK RESOURCE**

August 2020

THE IMPORTANCE OF PERFORMANCE EVALUATIONS AND FEEDBACK

As you supervise and mentor future public health leaders, it is **important to provide evaluation and constructive feedback** to help students recognize their progress toward goals and work performance. We strongly encourage supervisors to meet with their student employee at least three times during the student's Applied Practice Experience (APE): at the beginning of the experience to clarify goals and performance expectations, at the midway point, and at the conclusion of employment. This resource will provide some helpful tips to guide the conversation.

The performance review process serves as a means for student employees and supervisors to discuss the student's success and contributions to the organization based on defined goals, agreed upon at the beginning of the APE. It is an opportunity to revisit the job description, clarify goals and expectations, and help the student understand how their current work relates to their degree program competencies and career aspirations. Additional areas to discuss are continued skill set development, areas for improvement, and specific strengths. These discussions also demonstrate the supervisor's commitment to the student employee's development.

It is recommended to schedule the meeting in advance to provide both the Field Supervisor and the student employee time to reflect upon accomplishments, areas to improve upon, and topics or questions to discuss.

Job Performance Tips for Supervisors

1. Establish clear expectations about matters such as assignment deadlines, professional standards, and communication from day 1 of employment.
2. Set goals.
3. Collaborate with the student employee to set reasonable timelines for completing assigned tasks.
4. Establish a means of tracking student performance toward successful completion of the plan of work.
5. Create opportunities for growth and development.
6. Schedule regular meetings or provide informal opportunities to check in with the student employee for opportunities for questions, performance updates, and feedback.
7. Meet with the student mid-way through their experience to provide any professional feedback, evaluate the progress of their work, and if warranted, modify any of the APE objectives or strategies.
8. Solicit feedback from the student employee and colleagues about the process.
9. Complete a performance evaluation (see page 4) at the end of the student's employment.
10. Be transparent.

Complete a Performance Evaluation

Field Supervisors are encouraged to schedule performance evaluations with their student employees periodically throughout their employment period to discuss the experience, the student's performance, and the student's areas of strength and areas needing improvement.

Additionally, at the end of the APE, the student employee and Field Supervisor will be asked to complete a final evaluation form within the [APE Portal](#). Neither students nor Field Supervisors will be able to see each other's completed evaluation in the Portal and instead, they are encouraged to schedule a meeting to discuss their final evaluation.

To most effectively conduct a student employee performance evaluation, follow these steps:

1. Schedule a time and date to meet with the student employee and inform them of the meeting topic.
2. Review the APE objectives and the student employee's job description, including specific position responsibilities and requirements.
3. If helpful, complete the evaluation form on pages 4-7. [Please note, the evaluation form included in this document is a **tool** for the Supervisor, but is not required to be completed. However, the Field Supervisor **does need to complete** the online final evaluation form in the APE Portal.].
4. Meet with the student employee to review the completed evaluation form, constructively highlighting strengths and areas for improvement.
5. Discuss future performance goals and objectives.
6. It is highly recommended that the student employee and the Supervisor both sign their name at the end of the evaluation form at the conclusion of the meeting.
7. Retain a copy of the evaluation and also give a copy of the evaluation to the student employee (hardcopy or electronic copy).
8. Schedule follow-up meetings to discuss progress toward goals.

During the Performance Evaluation

Provide effective feedback:

1. Affirm what the student employee did well.
2. Be direct in telling the student employee what they can improve upon and provide clear examples.
3. Reiterate any processes previously discussed.
4. Coach the student in critiquing their own efforts.
5. Emphasize behavior and actions rather than personality traits.
6. Avoid comparing employees to one another.

Consider these points of discussion:

Remember to engage in a discussion with the student employee. Here are some questions you may want to review or ask during the discussion:

1. What are your goals while employed with this organization?
2. As a supervisor, what are some areas where I can improve to help you perform well in your position?
3. How does this job fit in with your academic and career goals?
4. What do you like about this position?
5. What do you dislike about the position and how can the position be improved?
6. What skills or training do you feel would you improve your effectiveness in your position?
7. What is your perception of your ability to meet deadlines and expectations for this position?
8. What is your greatest accomplishment at the organization?
9. What do you hope to accomplish in your role over the next [time frame]?
10. Did you feel I have provided any unfair or inaccurate feedback?
11. What is your biggest motivation for the work you do?

Supervisor Evaluation Form

The following is the suggested scale used for ratings in the Evaluation Form.

1. Exceeds expectations – consistently delivers exceptional results, is a model for others to follow, rare.
2. Meets expectations – consistently meets expectations in all areas.
3. Partially meets expectations – meets expectations in some areas but needs improvement in others.
4. Does not meet expectations – needs significant improvement quickly.
5. N/A – not applicable.

| | |
|--------------------------------|--|
| Employee Name | |
| Position | |
| Review Period | |
| Date of Review | |
| Reviewer/Field Supervisor Name | |

Personal Attributes

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|---|----------------------|--------------------|------------------------------|----------------------------|-----|
| Attendance / Punctuality | | | | | |
| | | | | | |
| Cooperation / Teamwork | | | | | |
| | | | | | |
| Dependability | | | | | |
| | | | | | |
| Professionalism (Adhered to Company Policy) | | | | | |
| | | | | | |
| Initiative | | | | | |
| | | | | | |
| Adaptability / Flexibility | | | | | |
| | | | | | |

Supervisor Evaluation Form

Professional Skills and Abilities

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|---------------------------------------|-----------------------------|---------------------------|-------------------------------------|-----------------------------------|------------|
| Communication Skills | | | | | |
| | | | | | |
| Analytical Assessment | | | | | |
| | | | | | |
| Financial Planning | | | | | |
| | | | | | |
| Cultural Competence | | | | | |
| | | | | | |
| Community Involvement | | | | | |
| | | | | | |
| Basic Public Health Sciences Skills | | | | | |
| | | | | | |
| Policy Development / Program Planning | | | | | |
| | | | | | |
| Leadership & System Thinking Skills | | | | | |
| | | | | | |

Supervisor Evaluation Form

Competencies, Objectives, and Deliverables

To access the selected competencies, objectives, and deliverables for the student employee, log into the APE Portal.

| Competencies | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|---------------|----------------------|--------------------|------------------------------|----------------------------|-----|
| Competency 1: | | | | | |
| Competency 2: | | | | | |
| Competency 3: | | | | | |
| Competency 4: | | | | | |
| Competency 5: | | | | | |

| Objectives | Achieved | |
|--------------|----------|----|
| | Yes | No |
| Objective 1: | | |
| Objective 2: | | |
| Objective 3: | | |
| Objective 4: | | |

| Deliverables | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|--------------|----------------------|--------------------|------------------------------|----------------------------|-----|
| | | | | | |
| | | | | | |
| | | | | | |

Supervisor Evaluation Form

Additional Questions

1. What has the student employee accomplished and their most notable areas of strength?
2. What are areas related to skills and abilities that the employee can improve?
3. In what area has the student employee shown the most improvement?
4. Other comments and recommendations:

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|----------------------------|-----------------------------|---------------------------|-------------------------------------|-----------------------------------|------------|
| Overall performance rating | | | | | |
| Additional comments: | | | | | |

Student Employee Signature:

Supervisor Signature:

Provide a hard or electronic copy of the completed evaluation to the student employee.

Student Employee Evaluation Form

Student employees can use this form to assess their work performance in preparation for their employee performance review with a supervisor. The page titled *Competencies, Objectives, & Deliverables* can be skipped if the experience was not used as an APE or not relevant to the student’s work experience. The following is the suggested scale used for ratings in the Evaluation Form.

1. Exceeds expectations – consistently delivers exceptional results, is a model for others to follow, rare.
2. Meets expectations – consistently meets expectations in all areas.
3. Partially meets expectations – meets expectations in some areas but needs improvement in others.
4. Does not meet expectations – needs significant improvement quickly.
5. N/A – not applicable.

| | |
|--------------------------------|--|
| Employee Name | |
| Position | |
| Review Period | |
| Date of Review | |
| Reviewer/Field Supervisor Name | |

Personal Attributes

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|---|----------------------|--------------------|------------------------------|----------------------------|-----|
| Attendance / Punctuality | | | | | |
| Cooperation / Teamwork | | | | | |
| Dependability | | | | | |
| Professionalism (Adhered to Company Policy) | | | | | |
| Initiative | | | | | |
| Adaptability / Flexibility | | | | | |

Student Employee Evaluation Form

Professional Skills and Abilities

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|---------------------------------------|-----------------------------|---------------------------|-------------------------------------|-----------------------------------|------------|
| Communication Skills | | | | | |
| | | | | | |
| Analytical Assessment | | | | | |
| | | | | | |
| Financial Planning | | | | | |
| | | | | | |
| Cultural Competence | | | | | |
| | | | | | |
| Community Involvement | | | | | |
| | | | | | |
| Basic Public Health Sciences Skills | | | | | |
| | | | | | |
| Policy Development / Program Planning | | | | | |
| | | | | | |
| Leadership & System Thinking Skills | | | | | |
| | | | | | |

Student Employee Evaluation Form

Competencies, Objectives, and Deliverables

To access the selected competencies, objectives, and deliverables for the student employee, log into the APE Portal.

| Competencies | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|---------------|----------------------|--------------------|------------------------------|----------------------------|-----|
| Competency 1: | | | | | |
| Competency 2: | | | | | |
| Competency 3: | | | | | |
| Competency 4: | | | | | |
| Competency 5: | | | | | |

| Objectives | Achieved | |
|--------------|----------|----|
| | Yes | No |
| Objective 1: | | |
| Objective 2: | | |
| Objective 3: | | |
| Objective 4: | | |

| Deliverables | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|--------------|----------------------|--------------------|------------------------------|----------------------------|-----|
| | | | | | |
| | | | | | |
| | | | | | |

Student Employee Evaluation Form

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|-------------------------------------|-----------------------------|---------------------------|-------------------------------------|-----------------------------------|------------|
| Access to Field Supervisor | | | | | |
| Level of guidance / mentorship | | | | | |
| Professional feedback & suggestions | | | | | |
| Workspace / facilities | | | | | |
| Access to resources | | | | | |
| Workload | | | | | |
| Staff support | | | | | |

Additional Questions

1. What have you accomplished and what are your most notable areas of strength?

2. What are areas related to skills and abilities that you can approve upon?

3. In what area have you shown the most improvement?

4. Other comments and recommendations:

| | Exceeds expectations | Meets Expectations | Partially meets expectations | Does not meet expectations | N/A |
|----------------------------|-----------------------------|---------------------------|-------------------------------------|-----------------------------------|------------|
| Overall performance rating | | | | | |

Student Employee Signature:

Supervisor Signature:

Provide a hard or electronic copy of the completed evaluation to your supervisor or reviewer.

CONTACT US

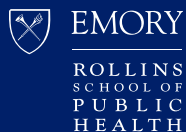
Please check

<https://www.sph.emory.edu/rollins-life/community-engaged-learning/ape/contact/index.html>

for the most up-to-date list of Department APE Advisors and ADAPs.

Should you have questions about the APE requirement, the APE Portal, or how to post a position, please contact:

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404-727-9957



OFFICE OF CAREER DEVELOPMENT
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[sph.emory.edu/careers](https://www.sph.emory.edu/careers)