



Performance Feedback Resource

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**Office of Career Development**

**Rollins School of Public Health**

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# 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 employers and supervisors to meet with their student employee twice, once 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 employee’s success and contributions to the organization based on defined goals, agreed upon at the beginning of the practicum. It is an opportunity to revisit the job description and clarify goals and expectations, including assisting the student in understanding how the 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 expectations from day 1 of employment.
2. Establish a means of tracking student employee performance.
3. Schedule regular meetings or provide informal opportunities to check in with the student employee to provide opportunities for questions, performance updates, and feedback.
4. Collaborate with the student employee to set reasonable timelines for completing assigned tasks.
5. Complete a mid-point evaluation and end of employment evaluation.
6. Solicit feedback from the student employee and colleagues about the process.
7. Create opportunities for growth and development.
8. Be transparent.
9. Set goals.

# Steps to Complete a Performance Evaluation

To most effectively complete a student employee 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 student employee’s job description, including specific position responsibilities and requirements.
3. Complete the evaluation form.
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.

# Effective Feedback

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

# Points of Discussion

Remember to engage with the student employee in a discussion. 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 be beneficial for improving 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 accomplish at the organization?
9. What do you hope to accomplish in your role over the next [time frame]?
10. Did you feel I provided any unfair or inaccurate feedback?
11. What is your biggest motivation for the work you do?

# Rating

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

**Exceeds expectations** – consistently delivers exceptional results, is a model for others to follow, rare.

**Meets expectations** – consistently meets expectations in all areas.

**Partially meets expectations** – meets expectations in some areas but needs improvement in others.

**Does not meet expectations** –needs significant improvement quickly.

# Supervisor Evaluation Form

|  |  |
| --- | --- |
| Employee Name | Click or tap here to enter text. |
| Position | Click or tap here to enter text. |
| Review Period | Click or tap here to enter text. |
| Date of Review | Click or tap here to enter text. |
| Reviewer/Supervisor Name | Click or tap here to enter text. |

**Personal Attributes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Attendance/Punctuality |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Cooperation/Teamwork |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Dependability |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Professionalism (Adhered to Company Policy) |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Initiative |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Adaptability/Flexibility |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |

**Professional Skills and Abilities**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Communication Skills |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Analytical Assessment |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Financial Planning |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Cultural Competencies |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Community Involvement |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Basic Public Health Sciences Skills |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Policy Development / Program Planning |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Leadership & Systems Thinking Skills |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |

**Competencies, Objectives, & Deliverables**

To access the selected competencies, objectives, and deliverables for the student employee, log into the [APE Portal](https://apps.sph.emory.edu/RSPHAPE).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Competencies** | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Competency 1: Click or tap here to enter text. |  |  |  |  |  |
| Competency 2: Click or tap here to enter text. |  |  |  |  |  |
| Competency 3: Click or tap here to enter text. |  |  |  |  |  |
| Competency 4: Click or tap here to enter text. |  |  |  |  |  |
| Competency 5: Click or tap here to enter text. |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| **Objectives** | **Achieved** | |
| **Yes** | **No** |
| Objective 1: Click or tap here to enter text. |  |  |
| Objective 2: Click or tap here to enter text. |  |  |
| Objective 3: Click or tap here to enter text. |  |  |
| Objective 4: Click or tap here to enter text. |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Deliverables** | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Deliverable 1: Click or tap here to enter text. |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Deliverable 2: Click or tap here to enter text. |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Deliverable 3: Click or tap here to enter text. |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |

**Additional Questions**

What has the employee accomplished and the most notable areas of strength?

Click or tap here to enter text.

What are areas related to skills and abilities that the employee can improve?

Click or tap here to enter text.

In what area has the employee shown the most improvement?

Click or tap here to enter text.

Other comments and recommendations:

Click or tap here to enter text.

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

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

# Student Evaluation Form

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

|  |  |
| --- | --- |
| Employee Name | Click or tap here to enter text. |
| Position | Click or tap here to enter text. |
| Review Period | Click or tap here to enter text. |
| Date of Review | Click or tap here to enter text. |
| Reviewer/Supervisor Name | Click or tap here to enter text. |

**Personal Attributes**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Attendance/Punctuality |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Cooperation/Teamwork |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Dependability |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Professionalism (Adhered to Company Policy) |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Initiative |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Adaptability/Flexibility |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |

**Professional Skills and Abilities**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Communication Skills |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Analytical Assessment |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Financial Planning |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Cultural Competencies |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Community Involvement |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Basic Public Health Sciences Skills |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Policy Development / Program Planning |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Leadership & Systems Thinking Skills |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |

**Competencies, Objectives, & Deliverables**

To access the selected competencies, objectives, and deliverables, log into the [APE Portal](https://apps.sph.emory.edu/RSPHAPE).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Competencies** | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Competency 1: Click or tap here to enter text. |  |  |  |  |  |
| Competency 2: Click or tap here to enter text. |  |  |  |  |  |
| Competency 3: Click or tap here to enter text. |  |  |  |  |  |
| Competency 4: Click or tap here to enter text. |  |  |  |  |  |
| Competency 5: Click or tap here to enter text. |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| **Objectives** | **Achieved** | |
| **Yes** | **No** |
| Objective 1: Click or tap here to enter text. |  |  |
| Objective 2: Click or tap here to enter text. |  |  |
| Objective 3: Click or tap here to enter text. |  |  |
| Objective 4: Click or tap here to enter text. |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Deliverables** | **Exceeds expectations** | **Meets expectations** | **Partially meets expectations** | **Does not meet expectations** | **N/A** |
| Deliverable 1: Click or tap here to enter text. |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Deliverable 2: Click or tap here to enter text. |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |
| Deliverable 3: Click or tap here to enter text. |  |  |  |  |  |
| Click or tap here to enter text. | | | | | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **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**

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

Click or tap here to enter text.

What are areas related to skills and abilities that you can improve upon?

Click or tap here to enter text.

In what area have you shown the most improvement?

Click or tap here to enter text.

Other comments and recommendations:

Click or tap here to enter text.

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

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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