



Supervision 101: Effective Performance Evaluations

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AGENDA

- Civil Service Performance Evaluations
- Types of Evaluations
- Benefits of Performance Evaluation
- Supervisor's Role
- Performance Improvement Plan
- Tips for Difficult Conversations

Civil Service Performance Evaluations

In accordance with provisions set forth in SIU Board of Trustees 2 Policies C., and approved on April 19, 1995, the purpose of evaluations are:

- I. To foster positive communication between employee and supervisor regarding the employee's job performance;
- II. To encourage the employee and supervisor to cooperate in setting performance goals;
- III. To provide a standard format for evaluating the employee's skill level, work quality, and productivity;
- IV. To identify those elements of job performance requiring improvement; and
- V. To establish an action plan describing training needs, promotion potential, and future career/professional development.

Types of Evaluations

Required

- Probationary (based on length of probationary period)
 - 3 month
 - 6 month
 - 1 year
- Annual

Optional

- Mid Cycle

Benefits of Performance Evaluation

- Encourages productive communication
- Opportunity for formal written feedback and discussion with employee of:
 - Work performance
 - Expectations
 - Accomplishments
 - Professional Development
- Documentation and justification for employment decisions

Supervisor's Role

Preparing for the evaluation meeting

- Schedule with employee with reasonable notice
- Request employee self-evaluation be provided to you in advance of the meeting
- Review employee self-evaluation, position description, notes/documentation regarding performance over the review period, past evaluations, etc.
- Plan discussion
 - Identify areas of concern with specific examples
 - Prepare notes if appropriate

Conducting performance evaluations

- Professional atmosphere
- Discuss purpose of evaluation and process followed
- Review your initial evaluation in context of employee self-evaluation
 - Rating based on employee's work performance and consistent with disciplinary actions
 - Explain each rating; give specific examples
 - Be consistent and accurate
 - Discuss areas of agreement/differences
 - Note differences in comments sections
- Invite questions
- Update employee's approved position description if needed

Difficult evaluations

- Present positives when possible before describing areas for improvement
- *Marginal or Unsatisfactory* ratings
 - Required to provide written comments
 - Be consistent with evaluations across the unit
- Provide specific examples to employee of:
 - areas needing improvement
 - preferred actions to be taken by employee
- Handle dissent professionally
- Complete Performance Improvement Plan (PIP)

Performance Improvement Plan

Structured way to assist supervisors and employees in reaching *Effective* performance rating.

- Utilize [the form](#) available on the Labor and Employee Relations website.
- Clearly describe:
 - Areas in need of improvement
 - Goals and expectations of performance
 - Methods or actions to follow in order to achieve *Effective* rating
- Set clear time frames for:
 - Progress reviews
 - Next performance evaluation
 - Projected date for reaching *Effective* rating

Tips for Difficult Conversations

- Remain professional
- Treat the employee with respect
- Clearly state:
 - Specific behavior that violates the expectations
 - Impact this behavior has in workplace
- Document the conversation:
 - Write down key points
 - Be accurate in documenting interaction
- Have another member of the management team attend
- If you know in advance you are dealing with a volatile employee, do not hesitate to contact DPS in advance and have an officer in close proximity. **Your safety is important.**

Questions?

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