



# **Supervision 101: Effective Performance Evaluations**

Labor and Employee Relations

# 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
- Requesting an employee self-evaluation is optional. If requesting one, provide reasonable notice to employee in advance of the meeting
- Prior to meeting with employee, review employee self-evaluation (if one requested), 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, including in context of employee self-evaluation if one used
  - 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/difference
  - 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
- *Needs Improvement or Unacceptable* 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
- Discuss with Labor and Employee Relations utilizing a Performance Improvement Plan (PIP)



# *Performance Improvement Plan*

Structured documentation to facilitate employee efforts in reaching *Meets Expectations* performance rating.

- Utilize the [PIP form](#) available in eForms and 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 a *Meets Expectations* rating
- Set clear time frames for:
  - Progress reviews
  - Next performance evaluation
  - Projected date for reaching a *Meets Expectations* rating
- Consult with Labor and Employee Relations prior to presenting PIP form to employee.

# 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?

## Labor and Employee Relations

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