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?

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