BUILDING YOUR PERFORMANCE MANAGEMENT TOOLKIT
I got a text message from our boss.

"Keep up wrk"

What does that mean?

You just got your annual performance review.
Why do we conduct formal evaluations of performance?

- Emphasize value of your employee
- Opportunity to set goals/plan for development
- Chance to resolve discrepancies/grievances
- Develop relationship
- Communicate business information & where your employee fits into the overall plan
- Serves as documentation needed in performance management cases
The Forms

**AFSCME, OPEIU, PDA, SPFPA**
- Staff Probationary Period Monthly Evaluation Form
- Month 4 Indicator to HR
- PASSHE Employee Performance Review Form

**Managers**
- Month 1 & 3 Probationary Evaluation
- Month 10 Indicator to HR
- Performance Development Instrument

**Coaches**
- Annual Evaluation Form

**SUA (SCUPA) & GFPC**
- Quarterly Evaluation
- Annual Performance Development Report
AFSCME, OPEIU, SPFPA

- One Year – Annual Employee Performance Review
- 6 Month – Probationary Employee Performance Review
- 4 Month – 4 Month Indicator Memo
- 3 Month – Interim Employee Performance Review
- 2 Month – Monthly Performance Evaluation
- 1 Month – Monthly Performance Evaluation
SUA (SCUPA), GFPC

- One Year – Annual Employee Performance Review
- 9 Month – Quarterly Probationary Review
- 6 Month – Quarterly Probationary Review
- 3 Month – Quarterly Probationary Review
Managers

12 Month – Performance Development Instrument for Managers

10 Month – Month 10 Indicator to Human Resources

9 Month – Performance Development Instrument for Managers

6 Month – Performance Development Instrument for Managers

3 Month – Managers Probationary Evaluation Form

1 Month – Managers Probationary Evaluation Form
Environmental Health & Safety Forms

Evaluation Forms
- Coaches Evaluation Form (doc)
- Job Description Addendum (pdf)
- Managers Performance Development Instrument (doc)
- Managers Month 1 & 3 Probationary Evaluation (pdf)
- PASSHE Employee Performance Review Form (pdf) (AFSCME, OPEIU, PDA, SPFPA)
- Staff Probationary Period Monthly Evaluation Form (doc) (AFSCME, OPEIU, PDA, SPFPA)
- SUA & GFPC Annual Performance Development Report (pdf)
- SUA & GFPC Quarterly Evaluation (pdf)

Miscellaneous Forms
- Change of Address Form (pdf)
- Emergency Contact Information Form (pdf)
- Mailing List Request Form
- Out of Class Payment Request (pdf)

Payroll Forms
- Student Employee Additional Position Form (xlsx)
- Student Employee Request To Hire Form (xlsx)
- Student Late Time Sheets with Dates (xlsx)
Terminology

- **Rater** – The first-line supervisor completing the evaluation.
- **Reviewer** – Supervisor of the rater.
Probationary Employees

- Business communication tool
- Probationary employees should **not** receive outstanding ratings
- Ideal for continued clarification of the duties and expectations of the position
- Defines what is satisfactory, what needs improvement and **how to improve**
The Staff Pre-Evaluation Process

- Review Job Descriptions, Job Standards (Page 1) (expectations/objectives/duties) for all employees for whom you are the rating official.

- Complete the COMMUNICATION OF PERFORMANCE STANDARDS section of each Appraisal.
Descriptions

- AFSCME, OPEIU, PDA, SPFPA
  - Job Factors: Job knowledge/Skills, Work Results, Communications, Initiative/problem solving, Interpersonal Relations/EEO, Work Habits, Supervision/Management

- Ratings:
  - Outstanding
  - Commendable
  - Satisfactory
  - Needs Improvement
  - Unsatisfactory
Job Factors

- Descriptions of each rating category are provided as a guide for your rating:

- Example:

- Communications
  - Satisfactory
    - Usually communicates effectively and exchanges relevant information in a timely manner.
    - Speaks and writes clearly.
    - Keeps others informed.
    - Listens with understanding.
Evaluation Process

Rate the employee on each factor in relation to the standards established and guidelines listed on the form. (Pages 2-3)
Evaluation Process

Provide an overall rating based on the rating of the individual factors. (Page 4)

<table>
<thead>
<tr>
<th>OUTSTANDING</th>
<th>COMMENDABLE</th>
<th>SATISFACTORY</th>
<th>NEEDS IMPROVEMENT</th>
<th>UNSATISFACTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Employee consistently and significantly exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</td>
<td>• Employee meets and frequently exceeds job expectations and standards and demonstrates a high degree of initiative, customer service, and quality of work.</td>
<td>• Employee meets the expectations and standards of the employee’s job in a fully adequate way.</td>
<td>• Employee meets many of the expectations of the job in a satisfactory manner but often fails to adequately meet some of the expectations or standards. Improvement is required.</td>
<td>• Employee fails to meet many job expectations and standards. Performance deficiencies must be corrected.</td>
</tr>
</tbody>
</table>

Overall Comments:
Overall Ratings

- Base on individual rating of the factors
- Adhere to performance standards
- Accomplishment of essential functions
- Factors do not need to be of equal weight
  - Comments should justify differences that impact the rating
Evaluation Process

Assess employee strengths and identify opportunities where the employee could improve.
Comments

Used to:

- Support performance ratings
- Indicate problem areas
- Provide guidance on how employees can improve performance (Page 4-5)
Comments

- Comments must be relevant and job related
- MUST be provided for:
  - Outstanding Rating
  - Needs Improvement Rating
  - Unsatisfactory Rating
- Support performance ratings
- Extremely helpful for employees
Prior to Employee Discussion

- Obtain comments from Reviewing Officer
- Discuss comments with Reviewing Officer
- Reviewing Officer sign and date review
- Sign and Date the form (Page 4)
The Appraisal Discussion

- Review with Employee:
  - Job Description
  - Performance Standards (expectations/objectives/duties)
  - For the rating cycle - ensures the appraisal relates to the specific responsibilities, job assignments, and standards that were conveyed to the employee for the rating cycle.

- Define each Job Factor/Category your rating and the reasons for the rating (Or discuss self-assessment)

- Ask employee for comments on each rating

- Discuss strengths and opportunities

- Obtain employee check off and signature or schedule a second meeting.

- Provide employee with updated
  - Job Description
  - Performance Standards/Objectives for the next rating period
Next Steps

- Give employee copy of appraisal
- File appraisal with HR
- Department Goal Setting
Setting Performance Goals

Specific
- What
- Where
- Who
- Which

Measurable
- Quantity
- Quality
- Cost

Attainable
- Reasonable
- Controllable
- Resources Available

Relevant
- Why This?
- Why Now?
- Alignment

Time-bound
- When?
- Scheduling
- Timelines
The Discussion
Tips for Conducting Effective Performance Evaluations

- Build credibility by setting the environment
  - Schedule time in advance and instruct employee to come prepared
  - Select a private location
  - Disregard your cell/office phones, laptop
  - Start off with small talk...”catch up” with him

- Conduct the review as a discussion

- Start with the positives

- Provide specific comments to support your ratings
Tips for Conducting Effective Performance Evaluations

- Check often for employee understanding
- Reviews should never be a surprise
- Counteract “Recency Effect” by keeping incident logs
  - Date of incident
  - Employee actions
  - Expected performance
  - Supervisor’s action/How was it addressed
  - Comments
Common Appraisal Error #1
Central Tendency

Rater avoids making “extreme” judgements of performance, resulting in all employees falling in the middle part of the scale.
Common Appraisal Error #2

Halo Effect

The rater lets their overall positive impression of an employee inflate performance ratings in all categories.
Common Appraisal Error #3

Recency

The rater allows performance of the past few weeks/months to influence the evaluation of the entire 12 month period.
Common Appraisal Error #4

Contrast Effect

The rater compares employee will all other employees, and bases ratings on those findings.
## Keeping Focus

<table>
<thead>
<tr>
<th>Focus on the behavior,</th>
<th>not the employee.</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;You’re rude.&quot;</td>
<td></td>
</tr>
<tr>
<td>&quot;You’re a good presenter.&quot;</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Judge the work,</th>
<th>not the person.</th>
</tr>
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<tbody>
<tr>
<td>&quot;You’re lazy.&quot;</td>
<td></td>
</tr>
<tr>
<td>&quot;You’re a good writer.&quot;</td>
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<th>Focus on employee actions,</th>
<th>not the employee’s intent.</th>
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</thead>
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<tr>
<td>&quot;You are trying to start a fight with Bob.&quot;</td>
<td></td>
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<tr>
<th>Focus on the deficiencies,</th>
<th>not your perceptions of the causes.</th>
</tr>
</thead>
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<tr>
<td>&quot;You need to keep your problems at home.&quot;</td>
<td></td>
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You can’t prove that an employee is not *trying*, only that they are not *succeeding*. 
The Discussion Do-Over
At the Conclusion of Your Conversation...

**Rater should:**
- Be confident they have given a fair and objective performance appraisal.
- Potentially have a new understanding of employee’s concerns/what support they need to give to aid the employee’s success.

**Employee should:**
- Be clear about the rating he/she received and why.
- Be confident about what they must do to improve their performance/effectiveness.
- NOT feel attacked.
- Do feel **SEEN**.
- Have a sense of direction and professional growth.
- Feel satisfied he had the opportunity to share information.
Performance Development Plan

- Create an Improvement Plan to help to improve on deficiencies
- Supervisor makes specific recommendations designed to identify strategies to enhance the employees’ current competencies or correct performance issues.
- Professional Growth Strategies
- Remedial Strategies
- Can be done at any time
Optional Interim Review Conversation

- Manager and employee discuss the progress
- Interim assessment:
  - Meeting Expectations
  - Needs Improvement
  - @ 6 months
- Check in/Update/Change
  - New duties
  - Different Priorities
  - Struggles
  - Resources
- Update and initial conversation