

PERFORMANCE MANAGEMENT TRAINING

PERFORMANCE REVIEW - OR - PERFORMANCE IMPROVEMENT?



Traditionally, performance evaluations have been centered on the past, however, it is important to remember employees can't change what has already happened.

Instead, use this opportunity to focus on future success. Employees do have the power to change future performance, so spend no more than 50% of the time acknowledging past behaviors and at least 50% discussing what needs to happen going forward.

PERFORMANCE MANAGEMENT CYCLE



PERFORMANCE EVALUATIONS

Annual performance evaluations can be a key component of employee development and are intended to be a fair and balanced assessment of an employee's performance. The objective of the evaluation is to provide an opportunity to:

- Discuss job performance
- Set goals for personal & and professional development
- Establish objectives for contributing to the department
- Discuss expectations and accomplishments
- **Provide a measure for Merit Based Pay**

There should be absolutely no surprises to the employee at their annual evaluation.
Employees should always know where they stand.

PREPARING FOR THE PERFORMANCE EVALUATION

- Have employee complete self-evaluation (optional) and provide documentation of personal/professional development completed during the year.
- Review the previous year's evaluation but remember that past performance isn't necessarily an indicator of future performance.
- Examine the goals, achievements, successes, and challenges during the entire review period.

PREPARING FOR THE PERFORMANCE EVALUATION

- Review the position description to ensure essential functions are being performed by the employee and if updates are needed.
- This review is not for the purpose of reclassification, but for assurance of alignment of position responsibilities with current work and expectations (ensuring the work being performed is in line with the expectations of leadership).

PERFORMANCE FACTORS - THREE EQUAL PARTS:

- The Employee's Efforts – work activity, quantity, quality
- The Employee's Outcomes – good or bad results, impact
- The Employee's Behavior – conduct, actions, teamwork

WRITING THE EVALUATION AND MEETING WITH THE EMPLOYEE: GUIDELINES FOR COACHING & FEEDBACK

- Stay positive and constructive.
- Avoid personal bias or interjecting your own value judgments.
- Stick to facts, not feelings.
- Give specific examples rather than generalizations.
- Use objective and data driven statements, never subjective supervisor opinion.
- Should be well timed and provided at an appropriate place that is welcoming and non-intimidating to the employee.
- Focus on the value the feedback has for the *recipient*, not on how it will make *you* feel.

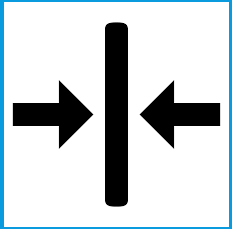
GUIDELINES FOR COACHING & FEEDBACK CONTINUED

- Listen as much as you speak – it is a two-way conversation.
- Ask questions and invoke participation – “Tell me about..., What do you think...?” It has long been said that questions are the holy grail of good management.
- Focus on idea sharing rather than giving advice.
- Keep it simple and concise.
- Make sure the feedback is understood by asking the employee to provide his/her understanding of what was said.
- When providing negative feedback, be direct, considerate, and supportive. Allow the employee to respond before moving on.
- Don't forget the power of positive feedback.

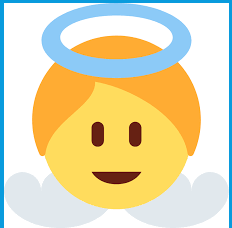
COMMON ERRORS IN EVALUATING PERFORMANCE

- Contrast Error – tendency to compare to other employees.
- First-impression Error – tendency to initially judge “favorable” or “unfavorable”, which serves as basis for appraising future performance.
- Recency Effect – **MOST COMMON** - tendency to give extra weight to what was seen recently and diminish the importance of observation throughout the review period. Remember, the evaluation is a representation of the **entire** review period.
- Negative or Positive Leniency – Employee is rated too hard or too lenient based on the reviewer’s disposition.

COMMON ERRORS IN EVALUATING PERFORMANCE



Central Tendency Effect – employee is consistently rated at or near the midpoint of the scale regardless of the actual level of performance.



Halo Effect – over generalizing positively from one aspect of performance to all aspects of performance.



Horn Effect – opposite of Halo Effect, generalizing from one or two negative aspects of performance and becoming blind to the positive aspects.

COMMON ERRORS IN EVALUATING PERFORMANCE

- Unconscious bias – tendency to judge more favorably those people you like or are comfortable with. Appraise performance and behaviors, not personality or background similar to supervisor.

GOAL SETTING AND PLANNING



Goals should

- Align with the University's mission and strategy.
- Tie into the goals of your department.
- Be clear, specific and easy to understand.
- Be measurable.
- Be challenging, but achievable.
- Be accepted and recognized as important by those who will have to implement them.
- Be framed in time, with clear beginning and ending points.
- Be written with input from employee.

IN CASE OF CONFLICT

- Listen to employee's concerns and allow them to vent.
- Be conscious of your non-verbal cues.
- Think before you speak. Never say you outright disagree, that the employee is wrong, or become defensive. Instead deescalate by saying, "I appreciate your feedback and I would agree with you on XYZ, but where I see things differently is..."
- Give genuine consideration to the employee's concerns. Is it possible that something has been overlooked, or has the employee been unfairly held accountable for areas outside of their control?
- Share in the responsibility when discussing things that have gone badly. Don't blame. Offer up that you could have done things differently to produce a better outcome.
- Aim for mutual understanding, not necessarily agreement.

CONCLUDING THE REVIEW PROCESS

- End by asking for the employee's feedback - "What can I do to improve as your supervisor?"
- End on a positive note. Express appreciation for the employee's contributions and reinforce the importance of their role to your team.
- Tell the employee they will receive the electronic copy of their evaluation through PageUp that will allow them to sign and add comments.
- Final copy will be maintained in Human Resources.

WHAT TO EXPECT FROM THE PAGEUP PROCESS

- Dependability
 - Job Knowledge
 - Job Performance
 - Communication/Interpersonal Skills
 - Customer Service
 - Adaptability
 - Professional/Personal Development
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- Additional areas for Supervisors:
 - Leadership
 - Performance Management
 - Effective & Efficient Use of Resources

STEP 1: EMPLOYEE RECEIVES AN EMAIL WITH OPTION FOR A SELF-EVALUATION

Debbie Givens

From: noreply.hr@mtsu.edu <noreply.hr-1047@mail.pageuppeople.com>
Sent: Thursday, January 19, 2023 10:58 AM
To: Debbie Givens
Subject: REMINDER - Self-Evaluation Ready for Completion - 10 Days to Complete

The Annual Evaluation Process is a time for you and your supervisor to discuss your performance for the calendar year January 1, 2022 through December 31, 2022. As part of the evaluation process, you have the opportunity to rate yourself using the same metrics that your supervisor uses in evaluating performance.

The self-evaluation process is optional (unless your supervisor requires it). You have 10 days to complete this process. If you prefer not to participate in the self-evaluation process, the evaluation will proceed to the next step and will allow your supervisor to complete your evaluation without your feedback. To complete your self-evaluation please click [here](#).

Once you have completed the self-evaluation, click on "Go to next step" on the last page of the self-evaluation. This will send your self-evaluation, along with any comments to your supervisor for their review prior to completing the Supervisor portion of your evaluation.

STEP 2: SUPERVISOR RECEIVES AN EMAIL NOTIFICATION TO BEGIN THE EMPLOYEE'S PERFORMANCE EVALUATION.

Debbie Givens

From: emp@mtsu.edu <emp-1047@mail.pageuppeople.com>
Sent: Thursday, January 19, 2023 11:15 PM
To: Debbie Givens
Subject: Annual Evaluation Ready to Complete for Your Employee

The Annual Evaluation Process is a time to assess the performance of Kimberly Burns. This current cycle encompasses the performance period from January 1, [2022](#) through December 31, 2022. As part of the evaluation process, the employee has had the opportunity to rate their performance. You will be able to see their ratings and comments if they chose to participate in the self-evaluation process.

Per Policy 810, evaluations are to be completed by April 30 of each year. To complete the Supervisor Evaluation please click [here](#).

Once you complete the evaluation, send it to your supervisor for their review and approval by clicking on "Go to Next Step" in the evaluation process. Upon approval, you will then receive notice to meet with your employee to discuss their evaluation.

STEP 3: SUPERVISOR RECEIVES AN EMAIL RE: ONE-UP MANAGER APPROVAL SUPERVISOR IS NOW READY TO MEET WITH EMPLOYEE

Debbie Givens

From: emp@mtsu.edu <emp-1047@mail.pageuppeople.com>
Sent: Tuesday, January 24, 2023 1:22 PM
To: Debbie Givens
Subject: Evaluation Approved By One-Up Manager - Ready to Review With Employee

The evaluation for Kimberly Burns has been approved by Kathy Musselman. You may now proceed with reviewing the evaluation with the employee. Once the meeting is conducted, please log into the system by clicking [here](#).

Click on the last page of the review, and click "Go to next step". This will allow the employee to acknowledge their evaluation.

STEP 4: EMPLOYEE RECEIVES AN EMAIL REQUESTING ACKNOWLEDGMENT OF THE EVALUATION MEETING

Debbie Givens

From: emp@mtsu.edu <emp-1047@mail.pageuppeople.com>
Sent: Wednesday, April 5, 2023 10:08 AM
To: Debbie Givens
Subject: Evaluation Ready to Acknowledge

To complete the evaluation process, you must acknowledge that your evaluation has been discussed with you by your supervisor. Please click [here](#) to log into the PageUp system to acknowledge your evaluation.

By acknowledging your evaluation, you are only confirming that it has been discussed with you, not that you agree with the content of the evaluation. If you wish to make final comments regarding your evaluation, you may do so before clicking "Go to the Next Step".

STEP 5: SUPERVISOR RECEIVES AN EMAIL NOTIFICATION THAT THE EMPLOYEE HAS SIGNED, AND EVALUATION PROCESS IS COMPLETE

Debbie Givens

From: noreply@pageuppeople.com <noreply-1047@mail.pageuppeople.com>
Sent: Tuesday, January 24, 2023 3:08 PM
To: Debbie Givens
Subject: Kimberly Burns's Performance Review Approved

Kimberly Burns has acknowledged their performance review. The performance review process is now complete.

Please [click here](#) to open the review.

Human Resources

HR IS HERE TO HELP

