

Performance Review Process for Supervisors



Where do I find Performance Review Information?

- From the employee hub page
- Choose 'Human Resources'
- Then choose 'Human Resources Website'
- Select Manager Resources
- You'll find "Performance Management" in the left-side navigation list
 - Forms, FAQs and other helpful material are located on this page



Why do we complete performance reviews especially if there are little or no merit increases?

- Provides a record of performance for a particular year
- Sets common understanding between employee and supervisor for goals and behavior
- Builds a foundation of open and continued communication and follow-up



Performance Review Forms

- There are two options for the performance review form
 - Annual Performance Review Form
 - Abbreviated Annual Review Form
- Supervisor chooses which form will be used
- Both forms cover the same categories
 - Institutional Values
 - Core Competencies
 - Organization and Individual Goals
 - Job Responsibilities
 - Overall Performance Rating
- Both forms are available on the [Performance Management page](#) of the Human Resources web site



What is different with the Abbreviated Form?

- Employee and supervisor provide ratings for each category
- But there is only one section to describe and explain performance.
- One section to cover
 - Institutional Values
 - Core Competencies
 - Job Responsibilities
 - Goals
 - Overall comments



Performance Review Process

The process

- Supervisor reviews and discusses ratings for their team with their supervisor
- Supervisor schedules the review meeting with their employee(s)
- Employee and supervisor exchange completed review forms 24 hours before review meeting
- Annual review meeting is held
- Supervisor combines employee and supervisor comments and ratings onto a single form
 - Provides combined review to employee
 - Employee adds comments as needed
 - Employee and supervisor sign final form
- Supervisor provides copy of final version to employee, sends original to department head



Performance Review Process

The process – final steps

- Department head sends all reviews for department to the Dean or division leader
- Dean or division leader sends all reviews to their SLC member
- SLC member sends all reviews to Human Resources



Xavier's 5-Point Scale

1 = Unsatisfactory

- An overall rating of 1 means significant improvement is needed and the employee will be placed on a PIP (performance improvement plan)

2 = Needs Improvement

- A PIP (performance improvement plan) may be needed for an overall rating of 2

3 = Meets Expectations

- Where the majority of employees fall, both in overall rating and in most categories

4 = Exceeds Expectations

- Reserved for those who consistently exceed expectations

5 = Exceptional

- Reserved for performance that is excellent or extraordinary
- It does not mean just 'very good' performance



Xavier's 5-Point Scale

- Applies to
 - Institutional Values
 - Core Competencies
 - Organization and Individual Goals
 - Job Responsibilities
 - Overall Performance Rating



Ongoing feedback and dialogue



is the best way to avoid surprises!



On-going Feedback

- In-the-moment feedback
 - Positive or negative feedback is always more effective when delivered close to the behavior
- Periodic Check-Ins
 - Check in on progress on goals and other longer term efforts
 - Don't limit to the annual review time
- Regularly-scheduled 1-on-1 meetings
 - Different than regular staff meetings as this allows discussion for individual performance
 - Even if you have an 'open door' environment. Regular meetings demonstrates interest in your employee's success and allows opportunity to raise issues



**Before
Meeting**

During
Meeting

After
Meeting



Prepare, prepare, prepare

- Block out time to write review
- Collect performance information
- Be thorough honest and specific



Gather information throughout the year

- Keep separate files (manual / electronic)
- Direct and indirect observations
- E-mails
- Handwritten notes
- Work results

Focus on:

Outcomes

Behavior



Understand core duties

- Review the job description
- Why are we paying this person?
- What is required to add value to the University?
- Metrics
 - Think in concrete terms
 - Think about specific examples of how the employee measured up



Evaluate performance, not people

- Be accurate and specific
- Use descriptive examples
- Rely on firsthand knowledge
- Be consistent and uniform

Focus on:

Outcomes

Behavior



Describe behaviors or outcomes

BAD

“John is rude.”

GOOD

“On a conference call with Student Affairs, in which I participated, John told someone to stop talking and just listen to his (John’s) advice before asking questions.”



Describe behaviors or outcomes

BAD

“Karen is not committed.”

“Karen is lazy.”

GOOD

“When asked, Karen declined the opportunity to represent our department on a cross-functional team, and she refused to accept a short-term project which may have required some overtime.”



Describe behaviors or outcomes

BAD

“Jordan has a bad attitude.”

GOOD

“Jordan is often late for our staff meetings. I reminded him of the importance of being on time and respecting the schedules of his colleagues. His response was that nothing relevant to him is covered in the first 10 minutes anyway. “



Final thoughts on preparation

- Appraisal should be confirmation, NOT a surprise
- Engage in informal conversations and provide feedback year-round
- Provide the employee with a copy the review at least 24 hours prior to the meeting. The employee should also provide to you their self-evaluation prior to the review meeting.



Before
Meeting

**During
Meeting**

After
Meeting



Performance Review Meeting

- Two-way interactive conversation
- Bridge to the past only as necessary
- Discuss both positive and negative results
- Discuss overall performance, including strengths, areas for improvement
 - *What* was done
 - *How* it was done



Performance Review Meeting

Remember:

- The goal is the employee's **understanding**, not necessarily his or her agreement.
- This is a two-way conversation, but it is **not** a mediation.



Performance Review Meeting

- Avoid talking about or comparing the employee to other team members
- Answer any questions that come up
- Plan and schedule any follow-up activities concerning ongoing improvement and development
- Complete/revise the comments on the review form if necessary based on discussion during the meeting



Performance Review Meeting

Common mistakes to avoid:

- Leniency / lack of candor
 - Be honest and direct: don't avoid delivering constructive feedback
- Appraisals that are inconsistent with other personnel actions
 - If the employee was on a PIP in the last 12 months, don't rate them and 4 or a 5
- Halos / Horns
 - The Halo effect is when an employee is really good at one aspect of their job and the reviewer thinks they are good at all aspects so they are reluctant to offer constructive feedback on other aspects where feedback is warranted
 - The Horns effect is the opposite. When an employee is poor in one aspect of their job the reviewer may tend to view them as poor in all other aspects
- Making promises without the power to keep them



Performance Review Meeting

Some other thoughts – after the review discussion is completed

- Ask questions concerning the current situation with an eye on the future
 - What's one thing I can do better for you?
 - What's the biggest obstacle facing you as you do your job at Xavier?
 - What skills would you like to develop in the coming year?
- Benefit of these questions
 - Demonstrates the supervisors interest in the employee's success
 - Consider sending employees the questions in advance
 - Be prepared to take action



Performance Review Meeting

Set an appointment
to discuss and document
goals for next year

And remember:

Goals are fluid





Before
Meeting

During
Meeting

**After
Meeting**



After the Meeting

- Supervisor combines employee and supervisor comments onto the form
- Employee and supervisor sign the final review form
- Supervisor provides copy to employee, sends original to department head
- Department will send the original signed document to HR



Performance Review Timeframe

April 1st - June 30th

Check with your supervisor

Division leaders may have a division specific timeframe for completing reviews



Dates for Supervisors

June 30- Reviews completed and signed by employee and supervisor

July 7– Reviews due to SLC members

July 26– All reviews due to OHR





Questions about the performance review process should be directed to your division's Human Resources Business Partner.





ALL FOR ONE