

Division of Human Resources

Effectively Administering the Comprehensive Performance Management Process



THE COMPREHENSIVE PERFORMANCE MANAGEMENT PROCESS:

- Is an ongoing process of communication between a manager/supervisor and employee about performance expectations that occurs throughout the year.
- Supports the accomplishment of the strategic objectives of Jackson State University.

THE COMPREHENSIVE PERFORMANCE MANAGEMENT PROCESS: (CONT'D)

- The evaluation should be a review of the past year's performance.
- Through previous counseling and other communications, the employee should be aware of any concerns you might have about their job performance.
- The annual evaluation should not be the first time the employee learns of your concerns.

THE COMMUNICATION PROCESS INCLUDES:

- Setting objectives
- Identifying goals
- Providing feedback
- Evaluating results

THE PERFORMANCE EVALUATION PROCESS ROLES & RESPONSIBILITIES

Division of Human Resources:

- has the overall responsibility for the administration of the Performance Evaluation Process.

Vice Presidents, Deans, Directors or Department Heads:

- ensures that a performance evaluation and the establishment of goals and objectives are accomplished by June 30, 2013, for each staff employee within his or her area of responsibility.

Immediate Supervisor:

- is the employee's "evaluator" and is responsible for observing and evaluating the employee's job performance and completing the performance evaluation form.

Reviewing Official:

- is the "Evaluator's" supervisor and is responsible for reviewing the evaluation for accuracy and objectivity.

PERFORMANCE EVALUATION REVIEW PERIOD

- The review period will cover July 1, 2012 through June 30, 2013.
- All employees employed for at least six (6) months between July 1, 2012 and June 30, 2013 should receive an annual performance evaluation.
- Employees who have not completed their probationary period as of June 30, should be given the appropriate appraisal upon completion of the six (6) months introductory period.
- However, you should conduct a goal planning session with ALL employees under your supervision to determine goals and objectives for the coming year.

PERFORMANCE EVALUATION FORM

- For consistency, it is important that every department use the Jackson State University Comprehensive Performance Management Process Form.
- The performance evaluation form is located on the HR website.
- The form can be completed on-line and printed for signatures.

PERFORMANCE EVALUATION FORM

For questions concerning the execution of this form, please contact :

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PREPARING FOR THE PERFORMANCE EVALUATION



PRE-EVALUATION PREPARATION

1. Set a calendar date in advance that is convenient for both you and the employee.
2. Ask the employee to prepare a self-evaluation and submit to you (supervisor) before the scheduled evaluation date.
3. Gather:
 1. Job descriptions
 2. Last years performance evaluation and goals
 3. Work rules and procedures
 4. Your documentation/notes
 5. Any feedback or letters from customers/co-workers
 6. Current disciplinary memos

PREPARE FOR THE PERFORMANCE EVALUATION MEETING

Before conducting the evaluation take a moment to...

- List the employee's main areas of responsibility.
- Identify what the employee has done well.
- Identify areas in which the employee needs to improve.
- Identify what you can do to help the employee do a better a job.
- Review self-evaluation.

THE PERFORMANCE EVALUATION FORM SHOULD BE:

1. Detailed and use specific examples
2. Job-related and objective
3. Goal-oriented and based on performance and behavior
4. Free of personal likes, dislikes, and stereotypes
5. Not overly strict or lenient
6. Not overly weighted by a single or recent incident

BE HONEST ,FAIR, AND CONSISTENT IN EVALUATING ALL EMPLOYEES.

- Be certain that you have reviewed all of your employees in an objective and consistent manner.
- Don't say the employee is improving if he/she is not performing well.
- The performance evaluation should be a realistic snapshot of the employee's performance.
- Don't create a situation where it appears that you are providing excuses for one employee while holding another employee accountable.

GIVE YOUR COMMENTS.

- A number used to rank an employee's performance is useless without a written comment.
- Comments are required for any ranking that is less than “3” or *meets expectations*.
- Comments are required for a ranking of “5” or *exceeds expectations*.
- Comments should confirm high/low achievement or be constructive depending on the nature of the ranking.
- Don't give someone a *meets expectations* ranking if your comment describes a substandard performance.

RATE THE EMPLOYEE'S PERFORMANCE, NOT THE EMPLOYEE'S ATTITUDE

- Keep your comments job related and based on the employee's ability to perform his/her job.
- Avoid phrases like “*bad attitude*”; “*he's not a team player*”, and other subjective type comments.
- Explain the behavior that is a result of the attitude.
- Don't inflate ratings. Inflation of ratings only inflates an employee's expectations.

CONDUCTING THE EMPLOYEE EVALUATION

1. Welcome the employee; put the employee at ease. Keep the discussion open to employee input.
2. Discuss evaluation with employee emphasizing strengths as well as areas that need improvement.
3. Set goals, expectations, and standards together for the next evaluation.
4. Be honest and be prepared to discuss questionable items.
5. Discuss training and development plans with the employee.
6. Summarize the session and end on a **POSITIVE** note.

FOLLOW UP

- Don't just criticize a deficient performer; set goals for follow up and improvement or development.
- Work together to create a plan of action to help the employee in deficient areas and to establish goals for the coming year.
- Set a follow up period and be sure to reevaluate the employee at the appropriate time.

RESPONDING TO EMPLOYEE REACTIONS



THE EMPLOYEE WHO WANTS TOO MUCH

- Explain that promotions reward performance over time, perhaps years.
- Make no promises to the employee.
- Don't let the employee leave with unrealistic expectations.
- Provide a realistic picture of future prospects.

THE EMPLOYEE WHO BECOMES DEFENSIVE OR MAKES EXCUSES

- ⦿ Listen to what the employee has to say and paraphrase back. Remain neutral.
- ⦿ Ask for specifics with open-ended questions.
- ⦿ Try to determine the cause: “*Tell me more.*”
“*How did you reach that conclusion?*”
- ⦿ Ask how the employee will resolve the problem.

THE ANGRY EMPLOYEE

- Let him/her blow off steam but don't respond in the same manner. Stay calm and maintain eye contact.
- Listen and ask open-ended questions to find true nature of resistance.
- State your point-of-view calmly. Avoid arguments.
- Bring discussion and focus back to performance and standards.
- Don't try to reach an agreement if the employee remains angry.
- Schedule a second meeting.

THE UNRESPONSIVE EMPLOYEE

- ⦿ Be patient and friendly.
- ⦿ Show concern.
- ⦿ Stay silent, and wait for the employee to say something.
- ⦿ Ask open-ended questions.

THE COMPREHENSIVE PERFORMANCE MANAGEMENT PROCESS

- Communicates organization & departments goals.
- Builds stronger working relationships.
- Improves productivity.
- Provides understanding of HR policies and processes relative to compensation , performance, career advancement.
- Identifies poor or marginal performers.
- Improves rapport and builds morale.
- Identifies the employee's general training needs.
- Recognizes employee accomplishments.
- Helps employee set goals and improve performance.
- Allows employee to discuss career goals and ask about opportunities for career development.