• Ongoing communications
• Performance Communication Process
  • Forms and process
  • Difficult conversations
  • Common biases
  • Performance Improvement Plans
Supervisor Toolbox

- Performance Management site
  - Supervisor Checklist
  - Quick Start Guide for PeopleAdmin
  - Step-by-Step Guide for PeopleAdmin
  - Promotion/Reclassification Request
Ongoing Communications

• How do you check in with your employees?
  – 1/1
  – Staff Meetings

• How do you typically share information?
Performance Communication Process

• VOICE – Virtue, Output, Integrity, Collaboration, Excellence

• Allows employees and supervisors to openly discuss feedback in a formal way

• Designed to highlight and support each person’s contributions to the WPI community

• Helps to measure skills, accomplishments, and developmental needs

• Provides an opportunity for goal setting for the year ahead
Performance Communication Process

- Supervisors gain an understanding of each employee’s ever evolving strengths, abilities, and developmental needs
- Employees have an opportunity to assess their position and set goals for the upcoming year
- A careful review stimulates employees’ interest and motivation for improved job performance and professional satisfaction.
Measuring Job Performance

• Basis for supervisor decisions
• Identifies training needs
• Supports coaching and counseling
• Eliminates discrimination and bias
• Provide valuable feedback
## Appraisals Benefit Employer and Employee

<table>
<thead>
<tr>
<th>Appraisal Benefits For the University</th>
<th>Appraisal Benefits For the Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Documentation</td>
<td>Direction</td>
</tr>
<tr>
<td>Employee Development</td>
<td>Feedback</td>
</tr>
<tr>
<td>Feedback</td>
<td>Input</td>
</tr>
<tr>
<td>Legal Protection</td>
<td>Motivation</td>
</tr>
</tbody>
</table>
Common Struggles

• So why do we dislike performance reviews so much?
  – The process takes too long
  – Fear of confrontation
  – Employee’s strength in one area overshadows areas that may need development, or vice versa
  – Lack of support documentation
Common Struggles

• What can we do to overcome these perceived roadblocks?
  ─ Learn the process, use the system ... give it a shot!
  ─ Document situations as they occur
    ▪ Keep notes on all of your employees, not just a few
    ▪ Support observations with facts
  ─ Prepare
Difficult Conversations

• Approach a difficult conversation with care
  – Assume an attitude of helpfulness
  – Empathize and listen actively
  – Give specific examples – keep emotions out of it
  – Describe the behavior without judging the behavior. Objective vs. Subjective
  – Invite response from the employee
Common Struggles

• Reasons employees don’t meet performance standards:
  – Have not received adequate training
  – Are not clear on their job responsibilities
  – Are not receiving reinforcement or feedback for a job well done, or for missing the mark
  – Don’t want to do it your way
Best Intentions

- Sometimes, performance communication plans fail to make an impact ... but why?
  - Lack of follow-up
    - Provides recognition
    - Allows continuing communication
- Share the ways you keep this process going throughout the year
Best Intentions

• Additionally, was there:
  ─ Up-to-date job description?
  ─ Clear and well-defined performance standards / goals?
    ▪ How do you define goals with your employees?
    ▪ Involve employee in goal development to increase motivation and buy-in.
  ─ On-going feedback about performance throughout the year?
  ─ Open and active communication?
  ─ Trust and respect between you and your employee?
The Best .... And the Worst

• Tell us about a time that the performance review process was successful for you and/or your employee

• Tell us about a time that the performance review process left you wanting more
  — What can we do to change this and make the process more effective?
Performance Ratings

• Trailblazer – Regularly goes above and beyond and surpasses expectations of the position

• Solid Performer – Consistently meets expectations and occasionally exceeds expectations

• Developing – Performing at an acceptable level of performance and requires development in an area

• Needs Improvement – Inconsistent performance and/or performing below expectations.
Common Errors

- Halo - One good trait overshadows
- Horn - One negative trait overshadows
- Recency - More weight to recent actions
- Primacy - More weight to early actions
- Bias - Personal judgments
- Strictness - Rating employee unrealistically low
- Leniency - Rating employee unrealistically high
- Central Tendency - Everyone is rated the same
- Contrast - Comparing employees against each other instead of against standards
Performance Improvement Plans

- A performance improvement plan (PIP) is an effective way to provide opportunities for success while still holding the employee accountable for previous performance issues
  - Document the areas that need improvement
  - Develop an action plan
  - Review the plan and discuss next steps
  - Follow up
  - PIP Conclusion – End, extend or other options
## Appraisals and Discrimination

<table>
<thead>
<tr>
<th>Act</th>
<th>Prohibits employment discrimination, including race, national origin, religion, sex</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title VII of Civil Rights Act of 1964</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Age Discrimination in Employment Act (ADEA)</strong></td>
<td>Prohibits discrimination against employees on the basis of age (40 and older)</td>
</tr>
<tr>
<td><strong>Americans with Disabilities Act (ADA)</strong></td>
<td>Prohibits discrimination against employees with disabilities</td>
</tr>
<tr>
<td><strong>Pregnancy Discrimination Act</strong></td>
<td>Prohibits discrimination against pregnant employees or those who may become pregnant</td>
</tr>
<tr>
<td><strong>Equal Pay Act</strong></td>
<td>Prohibits discrimination practices related to performance appraisals</td>
</tr>
<tr>
<td><strong>Lilly Ledbetter Fair Pay Act</strong></td>
<td>Extends filing deadlines for pay discrimination claims under Title VII, ADA, ADEA. Can require review of past decisions that affect pay (e.g., performance appraisals) regardless of how long ago decision occurred.</td>
</tr>
</tbody>
</table>
Legal Problems and Discrimination Charges

- Failure to communicate standards
- Failure to give timely feedback
- Failure to allow employees to correct performance
- Inconsistency in measuring performance
- Failure to document performance objectively
Document Performance - to avoid discrimination charges

• Be objective
• Include all employees
• Provide complete and accurate information
• Document regularly
An Effective Appraisal ...

- Acknowledges and celebrates strengths and accomplishments
- Provides honest feedback for areas needing improvement – focus on the future
- Clearly communicates expectations, and is part of the on-going communication between supervisors and employees
- Results in merit increases that truly reflect the performance of the individual
Questions?