2019
Supervisor Evaluation Training

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Objectives

- Performance management v. performance evaluation
- Creating the “right” discussion environment
- Difficult discussions
- St. Mary’s evaluation process and due dates
- Review rating criteria and rating perils
- Questions
Introduction

The performance evaluation process includes:

- setting clear and specific performance expectations for each employee
- providing periodic informal and formal feedback about employee performance relative to those expectations

This is performance management.

*Performance reviews are an important component.* They document performance and may be used to support decisions related to training and professional development, compensation, transfers, promotions, or employment termination.

- Managing performance at the individual level is essential.
- Majority of performance issues can be remedied with frequent 2-way communication between the supervisor and employee. An evaluation (positive or negative) should never be a surprise.
# Performance Evaluation v. Performance Management

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Planning the Evaluation Discussion & Environment

- Lay out a plan for performance discussion-collect & review notes, employee self-evaluation, performance based examples, employee’s position description.
- **Schedule sufficient time to focus on the evaluation discussion.**
- Eliminate interruptions; phones, email, visitors.
- **Prepare to discuss full range of issues which may arise in performance management discussion. Be prepared to defer a response if necessary.**
- Avoid exhibiting defensiveness. If employee criticism is justified due to lack of resources or management failure accept and move on to the next area of discussion.
- **Handle dissent professionally, disagreements should be noted as a matter of record.**
Difficult Discussions

- Describe unsatisfactory performance/behavior.
- Cite specific observed examples – past incidents or lack of meeting goals and impact on employee(s), department, the College.
- Discuss ways to resolve or improve the performance failure(s) or behavioral issue(s).
- Schedule a time to review progress.
Rating Criteria and Scale

- Criteria is listed on the left column of the evaluation form
- Communication, attendance, flexibility, professional development, etc.

Rating Scale

- **Performed Exceptionally**- rare, exemplary
- **Performed Very Well**- surpasses standards
- **Performed Well**- good, satisfactory, meets standards
- **Performed Minimally**- does not meet acceptable level, improvement needed, consider if employee is in training
- **Failed to Perform**- fails to meet standards, substantial improvement is critical

*Ratings on the low or high end should be justified with comments.*
Rating Perils

- **Halo/Horn Effect** – rate employees the same on every trait
- **Central Tendency** – lack of rating differentiation between employees
- **Leniency** – avoids honest ratings to avoid conflict
- **Recency** – narrow focus on recent events
- **Similarity/Like me** – favorable rating to employees who have similar values or interests to the rater
- **Constancy** – rate employees via rank order

An evaluation *(positive or negative)* should never be a surprise.
St. Mary’s Evaluation Process and Due Dates

- **10/4/2019** Self-evaluation due to supervisor (exempt required)
  Employee review of direct supervisor (optional)
- **10/25/2019** Employee evaluations due to department head
- **11/1/2019** Employee evaluations due to senior administrator
- **11/11/2019** Employee evaluations due to Office of Human Resources
- **12/6/2019** HR returns evaluations to department heads for distribution to supervisors

***supervisors provide employees the signed evaluation at least two (2) days prior to the meeting***

- **12/9-12/20** Supervisors conduct evaluation meetings
- **12/23/2019** Signed evaluations returned to Office of Human Resources
Evaluation Form

- The evaluation timeframe ended 08/31/2019
- The form changed slightly, ensure you are using the form listing 09/01/18 to 08/31/19
- Objectives are included on the form
Questions

The Office of Human Resources

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