

CONDUCTING SUCCESSFUL PERFORMANCE EVALUATIONS: TOP TIPS FOR SUPERVISORS



BEFORE THE MEETING

PREPARATION

- Find a (private) time/place that works for both of you, and schedule enough time to prevent rushed conversation.
- Convey your enthusiasm for the entire process: it's an opportunity to recognize their great work, along with identifying challenges and finding solutions.
- Review the staff member's activities from the past year and make notes about accomplishments you want to highlight.
- Link employee performance to the mission/goals of the unit and Grand Valley; be prepared to describe how it furthers this mission.
- Create an agenda for the session that includes the items above.

USING THE RATING SYSTEM ★★★★★

- Review and make key notes about the staff member's previous evaluation, both scores and comments. Did they take specific actions to improve performance over the last year?
- Briefly overview the generic scoring template to re-familiarize yourself with the levels of performance measures.
- Take time to evaluate the staff member's performance separately from their self-evaluation; compare your ratings with theirs.
 - Make notes of alignment/differences.
 - Determine final ratings.

HELPING YOUR STAFF PREPARE

- When you arrange meetings, suggest staff members come prepared to discuss:
 - Accomplishments during the year - what are they proud of?
 - The lessons they learned during the year – what could they have done better, what would they do in a future situation, and what support do they need to be successful?
 - Coaching and support needed – what help do they need from you in order to be successful?
 - Progress on goals – goals met and unmet. If they didn't meet their goals, what were the obstacles?
 - Do they have any suggestions for overcoming the obstacles and can you problem-solve together for future success?
 - Professional development – would they like training, mentoring or other learning opportunities?
 - Career development – what are their career plans and is there something you can do to help them?

YOUR DIALOGUE

- Plan to be an active listener, allow ample opportunities for the staff member to respond to your comments, and remember to ask what they need from you.
- Work on problem-solving together rather than blaming.
- Try not to respond defensively. If the staff member has an angry/emotional response, remember to:
 - Listen. Pause. Breathe.
 - Think about the emotions you are both experiencing, and where they may be coming from.
 - Respond by reflecting back what you think the staff member is feeling. Be curious, ask questions. Tactfully restate your point.

CONDUCTING SUCCESSFUL PERFORMANCE EVALUATIONS: TOP TIPS FOR SUPERVISORS



DURING THE MEETING

SET GOALS -- TOGETHER

- **Look at last year's goals.**
- How did it go? Let the staff member tell you what they think, and then give your feedback.
- Celebrate accomplished goals!
 - For unmet goals, talk about why not:
 - Was it a personal obstacle or something within control?
 - If so, how can you encourage and support success?
 - Was it an external obstacle or something outside of control?
 - If so, is there something you do to take care of the obstacle?
 - Can you refocus on what is attainable?
- **Set goals for next year.**
 - Encourage the staff member to identify goals that they want to work on, especially those that align with the team goals.
 - Ask the staff member to write a draft copy to go over with you.
 - Make goals SMART (Specific, Measurable, Aspirational, Realistic, Timebound).

DO:



- Problem-solve.
- Focus on the entire year.
- Be specific.
- Integrate with the mission/goals of the team and GVSU.
- Ask for their opinions, suggestions, accomplishments, goals/needs.

DON'T:



- Blame.
- Select only recent activities.
- Generalize.
- Focus on actions, goals and objectives that don't connect to team and organizational goals.
- Do all the talking.

COACHING & CONSTRUCTIVE CRITICISM

- Identify the behavior or behaviors that need improvement.
 - Describe how the improvements will have a positive impact on the team/organization's mission or the staff member's goals, professional growth or job functions.
- Provide positive feedback first.
- Describe the behavior that needs improvement, and ask the staff member for recommendations to correct the behavior. If they suggest a workable solution, give your approval and your expectation for improved performance. If the staff member unable to offer a solution, problem-solve together.
- Clarify the agreement and determine next steps. Set a time to follow up.
- Reiterate positive key points from your earlier discussion.
- Thank the staff member and make it clear that your goal is to ensure their success.