



Tips from  
Staff Human Resources

# Quick Reference Guide

## Performance Management and Evaluation

Performance Management	Performance Evaluation
<p>Ongoing/Continuous</p> <p>Prospective</p> <p>Long-Term</p> <p>Progress Steps</p> <p>Planning/Goal-setting</p>	<p>One-Time Event</p> <p>Retrospective</p> <p>Short-Term</p> <p>Form Completion</p> <p>Planning/Goal-setting</p>



### PURPOSE OF PERFORMANCE EVALUATIONS

- Serves as a permanent record of the employee's performance at that point in time
- Required by the employee's collective bargaining agreement
- Serves as a communication tool to identify the organization's and the employee's values and goals
- Sets and communicates performance standards and documents results and behaviors
- Provides documented feedback to employee

### RESOURCES:

Consult with Staff Human Resources for assistance.

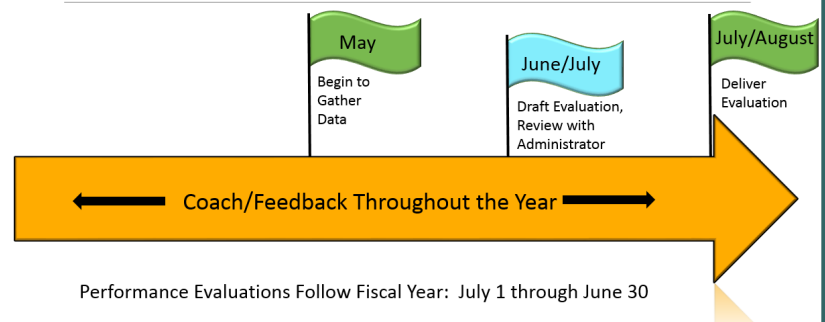
Brotman Hall, Room 335

Phone: (562) 985-4031

Tools available: <http://daf.csulb.edu/offices/bhr/staffpersonnel/>

Forms available via Forms chiclet through [Single Sign-On](#).

### Annual Review Lifecycle



## WHEN TO EVALUATE?

### Unit 1 (Union of American Physicians and Dentists - UAPD)

Employee Type	Reviews Due
Probationary employees	3rd and 9th month of the probationary period
Permanent & temporary employees	Annually, at the end of each fiscal year

### Units 2, 5, 7, and 9 (California State University Employees Union - CSUEU)

Employee Type	Reviews Due
Probationary employees	By end of 3rd, 6th, and 11th month of the probationary period
Permanent & temporary employees	Annually, at the end of each fiscal year

### Unit 4 (Academic Professionals of California - APC)

Employee Type	Reviews Due
Probationary employees	By end of 3rd and 9th month of the probationary period
Permanent & temporary employees	Annually, at the end of each fiscal year

### Unit 6 (State Employees Trades Council - SETC)

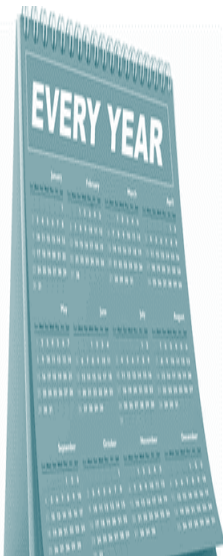
Employee Type	Reviews Due
Probationary employees	Within 2 weeks of completing 6th and 11th month of the probationary period
Permanent & temporary employees	Annually, at the end of each fiscal year

### Unit 8 (Statewide University Police Association - SUPA)

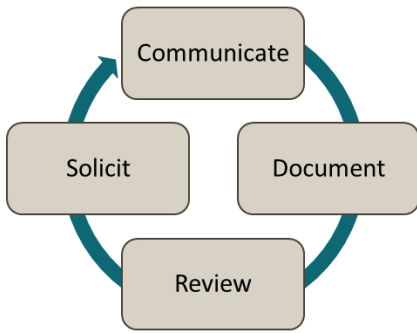
Employee Type	Reviews Due
Probationary employees	By end of 6th, 9th and 12th month of the probationary period
Permanent & temporary employees	Annually, at the end of each fiscal year

### MPP & Confidential Employees

6th month after hire date, annually thereafter




Throughout the year and prior to the evaluation meeting, **Communicate, Document, Review and Solicit:**



- Specifics** answer the following:
- Who?
  - What?
  - Where?
  - When?
  - Why?
  - How?

- Regularly **communicate**: provide coaching and feedback
- **Document** facts: Collect and record job-related incidents that pertain to each performance criterion
  - Accurate, specific facts which are events, behaviors or results.
  - Examples: Copies of work product, notes of discussions, copies of communications, recorded observations
- Periodically **review** the position description, as necessary, to eliminate misunderstandings regarding the job responsibilities and expectations. If needed, revise and submit to Staff Human Resources.
- **Solicit** input from the employee regarding performance, accomplishments regarding goals, and possible goals for the upcoming year (not mandatory)



**FOLLOW THE PROCESS**

- ⇒ Review the Collective Bargaining Agreements
- ⇒ Review for the process
- ⇒ Avoid procedural errors; the process is grievable

- THE EVALUATION MEETING: BEST PRACTICES**

  - Request to meet with the employee to discuss the draft evaluation together
  - Ensure adequate, uninterrupted time with sufficient privacy and confidentiality
  - Be aware of body language and tone
  - Encourage discussion -- acknowledge and recognize employee concerns, respond non-defensively

	Time to Respond to Draft
<b>CSUEU</b>	<b>10</b> work days
<b>APC</b>	<b>14</b> days
<b>SETC</b>	<b>5</b> work days
<b>UAPD/SUPA/ MPP/ Confidentials</b>	No policy or contractual obligation to submit draft to employee. Managers draft the evaluation then meet with employee to deliver it.



## TIPS FOR PREPARING PERFORMANCE EVALUATIONS

### RATING THE PERFORMANCE

- Read the descriptors on the evaluation form for help
- Read the previous year's evaluation – has the employee improved or has their behavior and/or performance declined?
- Be prepared to provide multiple examples of behavior good or bad, accomplishments or deficits
- Use examples that cover the entire review period
- Describe specific behavior that is observable and measurable

### COMMON RATER ERRORS

- ⊙ Insufficient evidence
- ⊙ Surprises – there should be none
- ⊙ Disciplinary tool – this is not the appropriate document
- ⊙ Excessive leniency/strict rating
- ⊙ Halo effect and/or Horns effect
- ⊙ Playing it safe – middle of the road – be honest in your rating
- ⊙ Recency effect – evaluation should reflect entire review period
- ⊙ “Cut/Paste” from previous evaluations

### MINIMIZING RATER ERRORS

- Review the rating scales; identify relevant examples to distinguish among ratings
- Focus on performance and issues versus employee's personality
- Provide specific behavioral examples
- Be descriptive, not judgmental