

Managing Employee Performance

WOU Supervisor Tools

March 2010

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SAMPLE

Workplace Expectations

CUSTODIAL SERVICES HANDBOOK

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(Note: Individual Workplace Expectations as listed following this TOC.)

SAMPLE

Basic Workplace Expectations

1. We represent Western Oregon University. Our behavior, interaction, and appearance must reflect the very best in professional public service.
2. Support a positive work environment in an atmosphere free of harassment, prejudice, discrimination and intimidation. Be courteous to students, co-workers, the public and other university employees. Issues should be resolved directly whenever possible. Issues will be addressed professionally, constructively and promptly.
3. You need to call your supervisor at least 15 minutes prior to your scheduled start time to report your absence or tardiness for any reason.
4. You are entitled to a rest break of 15 minutes during every four hours working time. Breaks may not be added to your lunch hour or used at the end of the day to leave early. Lunch breaks should be taken at your assigned time when possible.
5. You are expected to be at your workstation and ready to work each day promptly at your scheduled work time, unless you are ill or have prior approval for your absence.
6. Leave without pay will not be automatically approved. Leave without pay requests must be submitted to your supervisor in advance for approval.
7. Use of vacation and other leave time must be approved through your supervisor. Vacation should be scheduled in advance, as much as possible, at the convenience of the employee consistent with the operating requirements of the department.
8. Flexing your work schedule to make up time may be permitted with prior approval of your supervisor, but the arrangement must be scheduled in advance.
9. Personal telephone calls should be made on your own time. Under no circumstances should personal long distance calls be charged to University phones. Use of personal cell phones and pagers should not disrupt the work environment.
10. Employees must adhere to all policies and procedures of the University, including Harassment and Discrimination Policy, Consensual Relationships Policy, Confidentiality Procedures, Information Security Policy, and Acceptable Use of Computing Resources Policy; including by not limited to Internet and E-mail Systems.

Employee Signature

Date

(Employee signature indicates that the employee has read the Basic Expectations.)

SAMPLE

Work Unit Guidelines

OVERVIEW

Western Oregon University (WOU) strongly believes that our most valuable resource is our employees. This document includes sections of policies in order to provide you with information regarding our Workplace and Performance Expectations. It is important that you become familiar with WOU and the Oregon University System (OUS) policies located on the WOU web site as well as the current collective bargaining agreement between the OUS and SEIU.

Also included are guidelines designed to insure that we meet our goals of excellence in customer service and for creating a cooperative and respectful work environment. These guidelines regarding changes in schedule, time off, use of space and other workplace considerations are specific to this *Work Unit* and were developed by management. Union contracts, Oregon University System (OUS), and Western Oregon University (WOU) policy provide additional detail and are the basis for these *Work Unit* guidelines. These guidelines do not replace the policies of Western Oregon University.

In addition, nothing in this document is to be construed as a guarantee or contract of employment. This summary is not intended to be an exhaustive list of all rules and policies that govern our work and conduct.

EQUIPMENT/PROPERTY USE

Removal

University property should not be removed from the campus without the prior approval of the manager or supervisor. A sign-out record will be maintained to document when authorization has been granted.

Postage Metering

The postage metering/ mailing system is for business purposes only. Only trained and authorized staff is allowed to operate this system.

Telephone

The telephone system and long distance telephone call privileges are for business purposes only. A private area is available when local calls for personal reasons are necessary. These calls and all personal cell phone calls may be made or received during rest or lunch breaks. Cell phones are to be turned off in work areas.

Receipt of one brief phone call per day at your work station is allowed from minor children in your household upon their return home from school. Accept no long distance collect calls from the public. However, in case of emergency, we will accept collect calls from staff.

For **EMERGENCY** assistance – dial 8-9000.

Fax

All malfunctions should be reported immediately to the office coordinator, a supervisor, or the manager.

You are allowed to send and receive personal fax messages as long as it does not disrupt or interfere with the Unit's business. Personal use should be conducted during your break and lunch time. The cost for personal incoming fax messages is 5 cents per page. Long distance personal outgoing fax messages must be charged to your personal phone card or credit card.

Copies

All staff will be trained to use and to make minor adjustments to the copiers.

Any malfunctions of the copier should be immediately reported to the office coordinator, supervisor, or the manager.

You are allowed to use the photocopier for personal copies as long as the use does not disrupt or interfere with the unit's business. Personal use should be conducted during your lunch or break time. The photocopier charge for personal copies is 5 cents per copy.

Personal Computer (PC)

All staff is responsible for understanding and complying with the WOU Policy for Acceptable Use of University Computing Resources, located on the University Computing Services web site under Policies.

Log off and/or clear all information from the terminal screens or PC before you leave your work area. Turn off your terminal and PC when you leave for the day.

Keep unauthorized persons away from your work station.

All malfunctions should be immediately reported to UCS, your supervisor or manager.

Loading any personal or non-university approved software into your computer is prohibited.

To protect against viruses, **DO NOT** use/load any outside disks in your computer that have been used in another computer.

If theft or vandalism of equipment is discovered, report it to your supervisor or manager immediately.

WOU Policy Overview

Just to recap some of the information contained in the "Acceptable Use" policy,

PC's must be used for business purposes. This includes use of Internet, work processing and WOU Webmail services. Any exceptions must comply with WOU policy and standards.

Personal Use

Personal access of the Internet is restricted to break times and lunch. Use must be lawful and inoffensive. It is your responsibility to understand and comply with the WOU Policy on Acceptable Use of University Computing Resources. Use can be and is monitored.

Printers

You are allowed to use the printer for personal reasons as long as the use does not interfere with the unit's business and is conducted during your break or lunch time. There is a charge of 5 cents per page for prints of personal e-mail, Internet information or other documents.

WORK SCHEDULE, LEAVES AND ABSENCE

Schedules – Regular and Alternate

Regular Hours

Office hours are 8:00 AM to 5:00 PM Monday through Friday. Exceptions to working those hours must be approved in advance by your supervisor or manager.

Paid Breaks

All employees are entitled and expected to take a paid 15 minute break within every four hours of work. Breaks will be given as close to the middle of each four hour work segment as possible. Breaks will be scheduled according to business needs.

Unpaid Meal Breaks

Lunch breaks must be at least 30 minutes in duration. If your work period is more than seven hours long, the meal break must be taken between the third and sixth hour worked. Meal breaks will be scheduled according to business need. Meals should be consumed away from your work area.

Flex or Alternate Work Schedule

You may request a flex or alternate work schedule by submitting the request in writing directly to your immediate supervisor. A new request may be required every 6 months to ensure appropriate staffing levels from 8:00 AM to 5:00 PM.

When you leave the building for an appointment, meeting, or training, it must be with the prior knowledge and approval of your supervisor.

Leave Requests

Approval for use of leave time must be requested prior to the date of the requested time, except in the case of unexpected illness. For the purpose of scheduling and staffing

during popular holiday and vacation periods, supervisors may request advance planning on a coordinated calendar.

Leaves other than ordinary use of accrued time off, such as Family Leave, leave without pay, and other leaves of absence are special requests. Your supervisor will assist you with these needs.

Unexpected Absence

In the event you are unable to report to work, you must call the designated phone line to report your absence. Calls should be made as soon as possible prior to your scheduled shift and must be made each day of the absence unless and extended medical leave has been previously approved.

In addition to calling the designated phone line, each day of your absence, you are responsible for speaking directly with your supervisor that day.

Inclement Weather

Every effort will be made to keep the office open during inclement weather. If the office is closed or if you choose to stay home, you must charge vacation, or leave without pay. The decision to close the campus will be made prior to 5:30 AM. The Public Relations Director will be notified and will contact the following regional radio stations: KBZY 1490 AM and KYKN 1430 AM (Salem); KLOO 1340 AM and KFLY 1240 AM (Corvallis); KLYC 1260 AM (McMinnville); KXL 750 AM, 95.5 FM and KINK 101.9 AM (Portland); KRKT 990 AM, 99.9 FM and KSHO 920 AM (Albany). University employees are requested to listen to one of these stations for updated information.

Safety and Security

Office keys

Office keys are assigned as recommended by your supervisor and approved by the manager. A key log will be maintained by the Physical Plant. Any lost or stolen key must be reported immediately to your supervisor or the manager.

Personal Property

WOU cannot assume any responsibility or liability for your personal property in the office. Purses, cell phones and personal equipment should be kept out of sight.

Smoking

Smoking is not allowed in any campus buildings. Fire Code designates smoking areas as 30 feet from the entrance to all buildings.

Space Heaters

Space Heaters are not generally permitted. If you require additional heat, your supervisor will help you obtain an approved warming device.

Workplace Harassment

It is the policy of the University that all students, employees, customers, clients, contractors and visitors enjoy a positive, respectful and productive work environment free from behavior, actions, or language which constitutes workplace harassment. Guidelines are found in the University policies on Sexual Harassment and Consensual Relationships.

Visitors

All individuals not employed by the University are considered to be visitors. Visitors, including vendors, and service providers must check in with the unit reception desk and be given a guest badge to wear while on campus if needed.

On occasion, a family member or other visitor may have to visit you at work to address a critical need. Please notify the manager as far in advance as possible. The manager must approve the visit and will advise the receptionist of the visitor's name and arrival time. Please meet your visitor(s) at the entrance and remain with them away from work areas throughout the visit.

On-the-job injuries/illness

If you are injured on the job or suffer from a job related illness, report the incident immediately to a supervisor and Campus Safety Office.

Unsafe Working Conditions

If you observe what you believe may be unsafe workplace conditions either inside or outside the building, report the unsafe condition to a supervisor or Campus Safety Office immediately.

Workplace Violence

All workplace threats must be immediately reported to a supervisor and Campus Safety and Security. If a threat is made, it is important that you document as much information as possible from the conversation or what ever form the threat is received. You will be required to complete a Workplace Violence incident report which should be given to a supervisor immediately.

First Aid/CPR/Emergency Response

First aid kits are available on each floor of the building. Evacuation maps are posted near fire extinguishers. A list of Certified First Aid or CPR qualified staff is located with the first aid kits.

Theft

Discovery of theft and/or vandalism should be immediately reported to a supervisor and Campus Safety and Security.

Confidentiality

Recycling bins are provided for confidential documents. These bins are collected for offsite destruction. Separate bins are provided for standard paper recycling.

Communications

Open Door Policy

It is our hope that any concerns or problems you have can be resolved at the lowest level possible. You should address any personal and professional concerns with your immediate supervisor. If, for any reason, you do not feel comfortable doing so or the outcome is unsatisfactory, you should bring your concerns to your manager or Human Resource Office, your union steward, or a representative of the labor management committee.

Training and Development

Requests for additional training and career development should be made to your supervisor. Management supports and encourages all experiences related to your job and career development.

Work Environment

It is your responsibility to keep your work area neat and organized. You may decorate your work area modestly as long as it is consistent with promoting and maintaining a positive and professional work environment. You are encouraged to be considerate of your neighbors with respect to sights (signs, posters, pictures), sounds (music, conversations), and smells (food, perfume, cologne). If your work space is limited, your area may be available for others to use when you are elsewhere.

Food and Drink

Food and drink are permitted in the work area during work time provided they are kept away from computer equipment.

Radios and White Noise

Radios and white noise reduction machines may be used at a volume that does not interfere with the business needs. Headphones for music are not acceptable.

Quiet Room

A quiet room is provided for you as a place to read or to get away from noise. There is a separate break room for you to eat, hold conversations with coworkers or talk on your cell phone.

Dress/ Attire

You should wear business/casual attire that is in clean and neat condition. Management will address concerns on an individual basis. If you are uncertain about a particular outfit, you should consult with management ahead of time.

Personnel File

You do have access to your own official Personnel File, and your Supervisor File with advance notice to your supervisor or manager and the Human Resources Office (official Personnel File).

Dispute Resolution

We are committed to prompt and fair resolution of all disputes of any nature which may arise in the workplace. We encourage resolution at the lowest possible level. It is our recommendation that the first step in the resolution of conflict is for the parties involved to try and resolve the conflict without outside assistance. The parties involved should try to resolve the issue directly. If the conflict can not be resolved after the first step, the parties involved should go to a supervisor. If the conflict can not be resolved after the first and second steps, the parties should go to their manager.

Harassment

If you believe a conflict falls under the definition of workplace harassment, other complaint procedures may be followed as defined under Article 19, No Discrimination, in the SEIU Collective Bargaining Agreement. Complaint procedures are described in the WOU Harassment and Discrimination Policy on the Human Resources web page.

I have read and understand these Guidelines and Procedures. I acknowledge receipt of a copy (dated _____) and understand that a signed copy will be placed in my Supervisor File.

Print Name Clearly: _____

Signature: _____ **Date** _____

Sample Workplace Expectations

Self-Management

- Punctuality and regular work attendance.
- Efficient, effective use of work time, equipment and resources.
- Working in a safe manner.
- Exhibiting integrity and honesty.
- Treating others with respect and dignity.
- Giving and accepting constructive feedback.
- Working effectively in a diverse work environment.
- Focusing on the situation, issue or behavior rather than on the person.

Work Processes and Results

- Providing products and services that consistently meet or exceed the needs and expectations of customers.
- Using appropriate problem solving methods to improve processes.
- Using good judgment.
- Setting priorities.
- Meeting productivity standards, deadlines and work schedules.
- Pursuing efficiency and economy in the use of resources.
- Informing manager of problems; identifying issues and alternative solutions.

Employee Development

- The creation of an Individual Development Plan and self-initiative in developing or upgrading knowledge and skills.

- Applying new knowledge or skills acquired from developmental opportunities.
- Helping others learn new systems, processes, or programs.
- Learning to use technology effectively, as appropriate for the job.

Teamwork

- Supporting and focusing on the mission and values of the organization and the team.
- Cooperating with and offering assistance to others.
- Recognizing the contribution of others.
- Viewing the success of the organization and team as more important than individual achievements.
- Contributing to the development, cohesion and productivity of the team.
- Appropriately sharing information internally and externally.
- Supporting teamwork and cooperation through open and honest communication.

Innovation and Change

- Being creative and innovative when contributing to organizational and individual objectives.
- Receptivity to new ideas and adaptability to new situations.
- Avoiding being overly defensive; willingness to explore different options.
- Taking calculated risks.
- Seeking and acting upon opportunities to improve or streamline work processes.
- Helping other to overcome resistance to change.

Communication

- Participating in meetings in an active, cooperative, and courteous manner.
- Orally communicating effectively on a one-on-one basis and in small groups.
- Making effective oral presentations (training) before groups.
- Writing clearly and succinctly.
- Demonstrating understanding and empathy.
- Being responsive and timely to e-mails, telephone messages, and mail.

Customer Service

- Understanding and being responsive to customers' objectives and needs.
- Sensitivity to public perceptions, attitudes and concerns.
- Being accessible, timely, and responsive in dealing with customers.
- Handling customer inquiries and complaints promptly and courteously.
- When possible, going the extra mile to satisfy customer needs and expectations.

My signature acknowledges that I have read and understand the workplace expectations for my work team.

Employee Signature: _____ Date: _____

Manager Signature: _____ Date: _____

What do Employees Expect of Managers?

A recent study asked hundreds of employees about the qualities they most respected in a manager. Here are the ones identified as the most important.

1. Keeps up-to-date on situations that affect future prospects.
2. Maintains a positive attitude.
3. Has sound oral and written communications skills.
4. Explains actions and decisions that affect employees.
5. Doesn't play favorites.
6. Delegates authority and creates depth in management by allowing employees to do some of his or her job.
7. Is specific when giving instructions about delegated assignments.
8. Provides incentives to improve staff job knowledge and efficiency.
9. Cross-trains employees so they can cover each other's absences.
10. Gives praise for work well done.
11. Is aware of problems that employees are having with each other.
12. Asks questions frequently, and is a concerned and active listener.
13. Organizes work schedules and assignments effectively.
14. Displays a professional attitude toward the work and employees.
15. Shows a human side; doesn't act like "the boss" all the time.
16. Works with lower-level employees to understand what they do.
17. Takes time to listen to new ideas.
18. Pays attention to broader problems; avoids nit-picking.
19. Keeps people informed about changes.
20. Discusses problems with subordinates as soon as possible instead of letting things reach a boiling point.
21. Expresses feelings honestly.
22. Attempts to know each employee as an individual.
23. Uses new strategies that will make the organization more productive.
24. Shows confidence in subordinates.

Source:

Joseph T. Straub. The Rookie Manager. American Management Association, 2000.

Feedback Chart

Bad Feedback	Good Feedback	Helpful Hints
<ul style="list-style-type: none"> • Focuses on blame; creates defensiveness & confrontation 	<ul style="list-style-type: none"> • Focuses on improvements - achieved or possible; creates trust & cooperation 	<ul style="list-style-type: none"> • Create a contract to discuss issues • Acknowledge coachee's feelings and needs • Don't emphasize fault; suggest a remedy
<ul style="list-style-type: none"> • Does not improve skill 	<ul style="list-style-type: none"> • Improves skills 	<ul style="list-style-type: none"> • Focus on 'problem' not the 'person' • Jointly paint the picture of desired skill • Jointly develop practical steps
<ul style="list-style-type: none"> • Undermines confidence and self-esteem 	<ul style="list-style-type: none"> • Increases confidence in ability and potential 	<ul style="list-style-type: none"> • Jointly create positive - as opposed to negative - goals. Positive pleasure-oriented goals are much more powerful motivators than negative fear-based ones. • Balance negatives and positives - the right combination of both is the most powerful motivating mix.
<ul style="list-style-type: none"> • Leaves person guessing 	<ul style="list-style-type: none"> • Clarifies the current position and what to do next 	<ul style="list-style-type: none"> • Verify with effective questions; ask for coachee's recap • Jointly develop an action plan
<ul style="list-style-type: none"> • Leaves person feeling 'judged' 	<ul style="list-style-type: none"> • Leaves person feeling 'helped' 	<ul style="list-style-type: none"> • Invite the coachee to assess own performance first; guide him/her by asking effective questions • Offer support for future

Note: *The University uses separate Performance Appraisal Forms for:*

- *Classified Employees*
- *Unclassified Professional Employees*

Both forms are available to download from the Human Resources Office web site, under Human Resources Forms.

WESTERN OREGON UNIVERSITY

REPORT OF PERFORMANCE APPRAISAL Classified Employees

Name of Employee: _____ University ID Number: _____

Class Number and Title: _____ Work Unit: _____

Report Period From: _____ To: _____ Rating for (check one) Trial Annual
_____ Service _____

-
- 1 **EVALUATION OF WORK PERFORMED:** Evaluate employee's performance during the appraisal period of the duties listed on the position description. Completion of this section is mandatory.

 - 2 **BEHAVIORAL FACTORS EVALUATION:**

 - 3 **EMPLOYEE DEVELOPMENT EXPERIENCES:** Evaluate the results of employee development experiences during the appraisal period for increasing effectiveness in present position or for future development.

 - 4 **DEFICIENT PERFORMANCE:** Describe employee's failure to overcome performance or conduct during the appraisal period.
-

The checklist below is intended as a reminder to review the listed information at least once a year. Please review the following information for accuracy and revise/update as needed:

(Check all as Verified/Updated or Reviewed.)

- | | | |
|---|--------------------------|-------------------------|
| Position Description | <input type="checkbox"/> | Verified/Updated |
| Home address and telephone number | <input type="checkbox"/> | Verified/Updated |
| Emergency Contact Information | <input type="checkbox"/> | Verified/Updated |
| Information Security Policy | <input type="checkbox"/> | Reviewed |
| Acceptable Use of Computing Resources Policy | <input type="checkbox"/> | Reviewed |
| Harassment and Discrimination Policy | <input type="checkbox"/> | Reviewed |
| Consensual Relationships Policy | <input type="checkbox"/> | Reviewed |

INSTRUCTIONS: Supervisor should discuss the final draft of the Performance Review document with Reviewer before delivering this document to the Employee for final discussion and signatures.

Employee Date

Supervisor Date

Employee's signature is required only to indicate that the employee has read the performance appraisal.

Reviewer Date

Appointing Authority Date

WESTERN OREGON UNIVERSITY

Report of Performance Appraisal

Unclassified Professional Staff

NAME: _____ POSITION: _____

EVALUATOR: _____ REVIEW PERIOD: _____

This form is to be used in preparation of performance appraisals for unclassified professional employees. Comments should be made about each of the general categories listed. The list of suggested indicators attached serves as examples of the kind of measurements, which can be used to assess that aspect of performance. The numerical ratings given are intended to reflect the supervisor's overall assessment of performance in a category. The ratings are also intended to be reflective of the accomplishment of goals and objectives during the appraisal period.

Performance Factors (Circle appropriate number for each factor)

Rating: (5) Outstanding; (4) Exceeds Requirements; (3) Satisfactory; (2) Needs Improvement; (1) Unsatisfactory

Position Knowledge 5 4 3 2 1

Comments: _____

Professionalism 5 4 3 2 1

Comments: _____

Program Management/Problem Solving & Organizational Skills 5 4 3 2 1

Comments: _____

Human Resource Management & Team Interaction 5 4 3 2 1

Comments: _____

Communication 5 4 3 2 1

Comments: _____

Financial Management & Control 5 4 3 2 1

Comments: _____

Service to the University 5 4 3 2 1

Comments: _____

Professional Development & Continuing Growth 5 4 3 2 1

Comments: _____

General Comments

The checklist below is intended as a reminder to review the listed information at least once a year. Please review the following information for accuracy and revise/update as needed:

(Check all as Verified/Updated or Reviewed.)

- | | | |
|---|--------------------------|-------------------------|
| Position Description | <input type="checkbox"/> | Verified/Updated |
| Home address and telephone number | <input type="checkbox"/> | Verified/Updated |
| Emergency Contact Information | <input type="checkbox"/> | Verified/Updated |
| Information Security Policy | <input type="checkbox"/> | Reviewed |
| Acceptable Use of Computing Resources Policy | <input type="checkbox"/> | Reviewed |
| Harassment and Discrimination Policy | <input type="checkbox"/> | Reviewed |
| Consensual Relationships Policy | <input type="checkbox"/> | Reviewed |

Supervisor Signature

Date

Employee Signature
(Signature does not imply agreement)

Date

Performance Appraisal Tips

- Try to think about performance appraisals as an **on-going, cyclical process** rather than a recurring annual paperwork requirement.
- Use the appropriate Performance Appraisal Form for a Classified Employee, and for an Unclassified Professional Employee. Each will lend itself to evaluating the type of work you assign to those respective employees. This will make it easier for you and more meaningful in general.
- Put performance appraisal due dates on your WOU Web-mail calendar so you know what is coming up.
- Collect pieces of information throughout the year in your supervisor's file for the employee. Save "thank you" type e-mails, concerns, work that's been corrected, work that was exemplary etc. This is much easier than "starting from scratch" shortly before (or at the time) an appraisal is due.
- Meet with the employee to discuss their performance and progress over the past year, and get their input. Specifically ask for their input on future Performance Goals and Objectives and Training and Development Objectives. Give some thought to this yourself ahead of time so you can help the employee head in the right direction if needed.
- Use available data from Banner system reports (if available) to help lend objectivity to your evaluation.
- Be as specific as possible when evaluating the work done by the employee. If you think they do a great job -- ask yourself why you feel that way. Then communicate it clearly and simply so the employee knows what behaviors to repeat. If their performance is not so great, tell them specifically what should be better.
- Share the draft review with the employee after having the Reviewer look at it.

- Use the agreed upon goals and objectives throughout the next performance review cycle. You can cut and paste them in a larger font in a separate document, and suggest the employee keep it somewhere in their work area to remind them of their identified goals and objectives throughout their next review period.
- Use the Goals and Objectives as a checklist for the next appraisal. The employee can then report how they think they have done on them for the next performance appraisal meeting.

Manager's/Supervisor's Files

What should be maintained in an employee drop file to make it valuable?

1. Position description– most current (generally a year)
2. Job performance expectations – as long as they apply to the position
3. Past Performance Appraisal Reviews– previous three reviews
4. Most recent job application (if available)
5. Work restrictions/limitations – as is applicable and does not contain any specific medical information
6. Work Schedule agreements – if applicable
7. Job Assignment Agreements– as long as applicable
8. Copies of signed policies, guidelines, agreements– all (shows history)
9. Informal coaching documents (Letters of Expectations, Letters of Warning, coaching documentation – up to two years (DOJ & Labor Relations will not consider the information as valid history if older than two years)
10. Formal progressive disciplinary notices – only within the last three years
11. Copies of E-mails (for historical records) – generally a year (used for performance appraisal preparation)
12. Letters/notes of accommodation generally a year (used for performance appraisal preparation)
13. Agreed to goals/objectives/work-plans, etc. – a year (used for performance appraisal preparation and history for coaching)
14. Personal contact and emergency contact information– as long as current
15. Training records - permanent

What type of information should Not be kept in an employee drop file?

1. Medical information
2. Any documentation critical of the employee that the employee has not seen
3. Any documents/notes for Investigations in progress
4. Any notes/documentation that you wouldn't want publicly disclosed

What cautions should you take in keeping an employee drop file?

1. Keep in a secured area (ensure that inappropriate people can not access the file).
2. Inadvertently keeping inappropriate information (I.e. medical diagnosis instead of work related limitations)
3. Inflammatory information – notes made when angry, venting, personally derogatory (not work related).
4. Notes showing opinions or anticipated action premature to appropriate investigation
5. Information about the employee provided by customers/peers in confidence