

Performance Management Classified Staff

**Sara DeClemente-Hammoud , Associate Director
of Human Resources
Office of Human Resources**

**BINGHAMTON
UNIVERSITY**
State University of New York

Probationary Period

- Probationary Periods

- Any permanent or contingent permanent appointment, including original appointment, promotion, reinstatement, or transfer requires satisfactory completion of a probationary period. Generally probationary periods are for one year.
- The probationary period is intended to provide an opportunity to evaluate an employee on the knowledge, skills, and ability (as demonstrated by the employee's conduct and performance).
- Human Resources will inform you of the dates of a Classified employee's probationary period.

Probationary Evaluations

- Probationary Evaluations
 - It is critically important to carefully evaluate someone on probation
 - A Classified employee will be granted permanent status on their one year anniversary date by default unless Human Resources is directed otherwise
 - Utilize the entire probationary period to evaluate performance

CSEA Agreement and Evaluations

- Article 40
 - Annual evaluation and performance program
 - Right to appeal an unsatisfactory rating

Annual Evaluations

- Annual Evaluations
 - CSEA ASU (Civil Service Employee's Association Administrative Services Unit) Secretaries, Clerks, Administrative Aides, Keyboard Specialists - 1 year cycle due on 2/28 each year
 - CSEA OSU (Civil Service Employee's Association Operational Services Unit) Cleaners, Maintenance Assistants, Trades - 1 year cycle due on 1/31 each year
 - Other Classified employees, such as Police and Nurses - 1 year cycle due on 5/31 each year

Ratings

- Ratings
 - Satisfactory - generally meets performance expectations
 - Unsatisfactory - does not meet minimal performance expectations
 - Performance Advance - annual salary step increase that is tied to satisfactory performance

Unsatisfactory Rating

- All Classified Service union contracts allow for the employee to appeal an unsatisfactory rating.
- Each contract has specific procedures and forms for appealing an unsatisfactory rating

Creating A Performance Program

- The performance program goes on section 2A of the form which you can find at the following link
<http://www2.binghamton.edu/human-resources/forms/index.html#Performance-Management>
- For Classified employees, the performance program and evaluation are on the same document
 - Important tasks and expectations of those tasks
 - Quantitative and qualitative
 - Consult HR with questions
 - Should be discussed with employee
 - Work in partnership whenever possible
 - Growth but not inappropriate tasks

Quantitative vs. Qualitative

- Review performance programs to make certain that they are both qualitative and quantitative
- Using who, what, when, where and why is helpful when creating the performance program

Performance Evaluation

- Work from the performance program
- Performance issues should never be a surprise at the evaluation and should be addressed throughout the year
- Do a mid cycle interim appraisal if you have an employee with performance issues that cannot wait until the annual evaluation
- Create a draft first and review with the employee

Available Methods to Address Performance

- Informal verbal conversation - make notes
- Formal verbal conversation - make notes
- Counseling session - verbal
- Counseling session - written and added to the personnel file
- 6 month mid-cycle evaluation - optional
- Formal discipline
- Time and attendance

Tips for an Effective Evaluation

Do	Don't
<ul style="list-style-type: none">• Conduct in private	<ul style="list-style-type: none">• Discuss personal issues
<ul style="list-style-type: none">• Prepare in advance	<ul style="list-style-type: none">• Focus on the negative
<ul style="list-style-type: none">• Be specific	<ul style="list-style-type: none">• Criticize the performer - just the performance if necessary
<ul style="list-style-type: none">• Partner with them/offer help	<ul style="list-style-type: none">• Compare with others
<ul style="list-style-type: none">• Focus on expectations	<ul style="list-style-type: none">• Rely on your memory
<ul style="list-style-type: none">• Quantity and quality	<ul style="list-style-type: none">• Be judgmental
<ul style="list-style-type: none">• Alternate negative and positive comments when applicable	
<ul style="list-style-type: none">• Focus on results and behavior	

Keys to Motivation

- Build relationships
- Use positive reinforcement
- Address poor performance
- When you have tried everything and still get poor performance, address it within the system measures
- Remember, as a supervisor you set the example
- Be consistent with all employees

Conclusion

- Effective performance management is a powerful tool to ensure employees work to fulfill the mission of the department and University
- Don't wait until the evaluation to address a performance issue
- Please contact Human Resources at x72187 if an issue arises