Performance Evaluation Due Date

The University Online Performance Evaluations (UOPE) for staff are due in Banner Self Service on Friday, March 1, 2013. All levels of approval in the system, including employee acknowledgement, should be complete by this date. Please contact your HR Consultant if you have any questions about the process.

Open Door Policy

Ongoing communication between managers and employees is critical. Please take some time to review the Open Door Policy. This policy reminds us that communication and feedback should be constant and not just during the annual performance evaluation.

Performance Evaluations & Coaching

A best practice in performance evaluations is for managers to assume a role as a coach. Dick Grote, author of “How to Be Good at Performance Appraisals: Simple, Effective, Done Right,” describes the relationship on coaching employees and its role within performance evaluation systems:

“Once goals, responsibilities, and competencies are clear, people can do their jobs with the peace of mind that comes from having clear direction. Your primary performance appraisal responsibility between the end of the performance planning session and the end-of-year performance appraisal is to provide coaching for your team members to help them increase the quality of their performance.

What Is Coaching?

Coaching involves learning from experience. Experience may be a good teacher, but unless we reflect on that experience it won’t be a very effective one. It will just be an event. What the manager needs to do through coaching is put the experience in context.

Before employees can benefit from coaching, however, they must have the appropriate training and skills. Training comes first, coaching comes second. Employees must also know what’s expected of them and how their performance will be measured. Employee coaching is designed to help people overcome performance barriers. If the people who work for you don’t know what performance is expected of them, they won’t know how to get there.

In more specific terms, coaching involves the following functions:

▶ Giving advice to help employees improve their performance. The manager typically brings more experience to the situation that the employee needs help with. Giving advice doesn’t mean telling the person how to do the job, but offering suggestions based on your experience.
▶ Providing employees with guidance so that they can develop their skills and knowledge appropriately. Coaching involves providing help with both the knowledge and the skills needed to do the job, and information about how the employee can acquire these skills and knowledge.
Providing employees support (but being there only when your presence is needed). Coaching involves being available when the individual needs help, but not monitoring and controlling the employee’s every move. The responsibility for performance, and improving that performance to meet the requirements of the job, is the employee’s.

Giving employees confidence that will enable them to enhance their performance continuously and increase their ability to manage their own performance. Coaching involves giving positive feedback that allows people to feel confident about what they’re doing and how they’re doing it, as well as letting them know about areas where they need to improve.

Helping employees gain greater competence by guiding them toward acquiring more knowledge and sharpening their skills so that they are better prepared for more complex tasks and higher-level positions.”

To read more about coaching and its role in an effective performance evaluation system, log into SkillSoft’s Books 24x7 and search for his book “How to be Good at Performance Appraisals: Simple, Effective, Done Right.


**BENEFITS**

Check your pay stub! Now is the time to check your 2013 pay stub in Banner Self Service for accuracy of benefit, payroll, and tax deductions for the new year. If you notice an issue with your benefit deductions (medical, dental, flexible spending, dependent care, health savings account, or retirement) you should email your questions to benefits@slu.edu; if you notice an issue with your parking deductions you should contact parking and card services at 977-2957; if you would like to adjust your Federal and/or State withholdings, please do so online in Banner Self Service (under the tools tab in the MySLU portal).

Employees should refer to their 2013 Benefit Statement under Benefit and Deductions in Banner Self Service to verify the Wellness medical plan deductions. They will be noted as “Wellness” if an employee, and their covered spouse, completed both a Vitality Check and the Vitality Health Risk Assessment (now called the Vitality Health Review) during the November Open Enrollment period. If your premium is not reflecting the correct deduction, please email wellness@slu.edu. You may be asked to provide a copy of your Vitality Check to verify the completion of this task.

**EMPLOYEE RECOGNITION**

**Service Award Packet Delivery**

As the changes of the employee service awards have been implemented, the service award packages are being delivered to managers to present the award at the departmental level. These changes were announced in an [earlier Newslink article](#).

*Already should have received award packets from managers:*

- Employees celebrating 5, 10, 15 and 20 years with the University in the past two fiscal years (July 1, 2010 - June 30, 2012)
- Employees celebrating 25, 30 and 35-plus years with the University for the last fiscal year (July 1, 2011 - June 30, 2012)
- If not, please contact Training & Development training@slu.edu.

*February delivery:*

- Employees who celebrated a five year increment anniversary from July 1 through December 31, 2012
- Employees with an anniversary in January and February 2013
LEARNING & DEVELOPMENT

Four Skills for Effective Coaching:
There’s no "one-size-fits-all" model for coaching. Every individual is different and has unique needs. But to be a good coach, you do need to have a few key skills, which are outlined here.

<table>
<thead>
<tr>
<th>Skill</th>
<th>Attribute</th>
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<tbody>
<tr>
<td>Listening</td>
<td>Use active listening techniques, such as paraphrasing and repeating, to indicate understanding. Be aware of the other person’s body language. Keep your own ideas to yourself until the person has finished speaking.</td>
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<tr>
<td>Setting goals</td>
<td>Agree on goals with the coachee. Explain why goals are important. Elicit clearly defined goals from your coachee.</td>
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<tr>
<td>Questioning</td>
<td>Ask open questions to elicit ideas from the coachee about how to approach a problem instead of imposing your own ideas. Ask open questions to focus the coachee’s attention on a certain area. Ask open questions to give ownership of a problem to the coachee. Ask open questions to foster commitment.</td>
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<tr>
<td>Providing support and feedback</td>
<td>Encourage coachees by reassuring them of their ability to accomplish a goal, by showing them you have confidence in them, and by not letting them give up. Give feedback that’s descriptive rather than subjective or judgmental. Make sure feedback is specific rather than vague. Comment on the behavior and not the individual. Focus on what the coachee can do in the future rather than on past mistakes. Avoid blaming the coachee if something goes wrong – this only leads to defensiveness.</td>
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For additional development sessions on coaching, log into SkillSoft. Topics include:
- Getting Ready to Coach
- Using Different Coaching Styles
- Building the Coaching Relationship
- Conducting Coaching Sessions

Learning Program Certificates
If you have completed a learning program and need to print out your certificate of completion, please contact Lisa Terneus at 977-5057.

Managers will continue to receive recognition packets each month to provide to employees who are celebrating five or more years of service to the University. Supervisors will be instructed to present the packets in front of their staff, to build greater appreciation for an employee's commitment and hard work among their colleagues.