

**Frequently Asked Questions for Supervisors**  
**Regarding Performance Management Policy/Program**

**1. Is there a probationary period for P&S Employees?**

No, P&S employees do not have to satisfy a probationary period. Employees should receive a 3-month performance evaluation to provide feedback regarding their performance. Should an employee not meet expectations, a Performance Improvement Plan (PIP) should be developed as it is important to address performance concerns early.

**2. Where can I locate P&S Position Descriptions?**

Position Descriptions (PD) are individualized for each employee and are stored in the PD/NOV web-based system, PeopleAdmin. Supervisors have access and should review the PD at least annually in conjunction with the performance evaluation. All changes should be discussed with the employee prior to approval.

**3. Does the P&S formal review process still apply?**

No, as of July 1, 2009 the formal review process is no longer applicable. The new Performance Management Policy and Program applies.

**4. Should I be concerned if an employee I supervise reaches out to someone that is an informal resource?**

Communication between the supervisor and employee is always important. This should alert you that there may be a breakdown or disconnect between you and your employee. Managers may not retaliate as a result of sharing concerns.

**5. Am I required to use a standard format for conducting performance evaluations?**

No, you can create your own format. It should address all facets of an employee's job responsibilities. HRS has templates available for supervisors. These templates are available at <http://www.hrs.iastate.edu/hrs/node/86>.

**6. Are Performance Improvement Plans (PIP's) required to be used when an employee "needs improvement" in areas of his/her performance?**

Written documentation providing feedback on performance is required. In most cases, a PIP would be a recommended format for communication and documentation of performance issues. A PIP should address specific performance concerns, a plan of action, and timeline to remedy his or her inefficiencies. A PIP can be a valuable tool to show reasonable efforts to correct performance and to establish

accountability. An employee should receive regular feedback regarding their performance throughout the PIP timeline and thereafter.

**7. Is poor attitude considered an element of performance?**

Yes, attitude (as well as behavior) is a part of performance which should be addressed if the employee is not meeting the supervisor's expectations. For instance, attitude can affect the employee's productivity, professionalism, or interactions with co-workers, or it might affect the overall morale in the work unit. Individual personalities and styles are relevant, but the overall work of the unit is the priority. Supervisors should provide feedback to employees. Supervisors can consult the Observable Behaviors of Poor Performance document as a tool. <http://www.hrs.iastate.edu/hrs/node/86>

**8. Do you recommend I keep employee documentation throughout the year to monitor performance?**

Yes, this is recommended as it will become helpful when it comes time for yearly evaluations or a PIP if necessary. If you keep documentation, it should be objective (stick to the facts, include dates), consistent (treat everyone equitably), and professional (work-related only, not personal).

Documentation is a tool, not a weapon – the employee should be informed of your concerns through PIP or yearly evaluations.

**9. How long should an employee be given to correct his/her performance issues?**

This depends on the nature of the issues. At a minimum the employee should be given 90-days to correct his/her performance issues that you have identified. You should be clear about your expectations and advise the employee that as a result of being on a performance improvement plan there may be further corrective action up to and including dismissal of employment. The goal of a PIP is to provide the employee with an opportunity to improve his or her performance. In some instances, the employee may be provided greater than 90 days to improve. Please consult with the Employee and Labor Relations Office for further guidance.

**10. What can I do to recognize high performing employees?**

Consult with your department chair, college, or vice president's office about options for recognition and reward, including for example, the Exceptional Pay Performance Program.

**11. Is there a specific time period in which performance evaluations should be conducted?**

All evaluations should be conducted at least annually. The evaluation period may be different for each unit.

**12. If there are no salary increases due to limited or no funding, must I still conduct the performance evaluation?**

Yes.