



# PERFORMANCE REVIEWS

## Soft Skills and Hard Conversations

Supervisor Roundtable  
December 17, 2025



**PERFORMANCE REVIEWS**

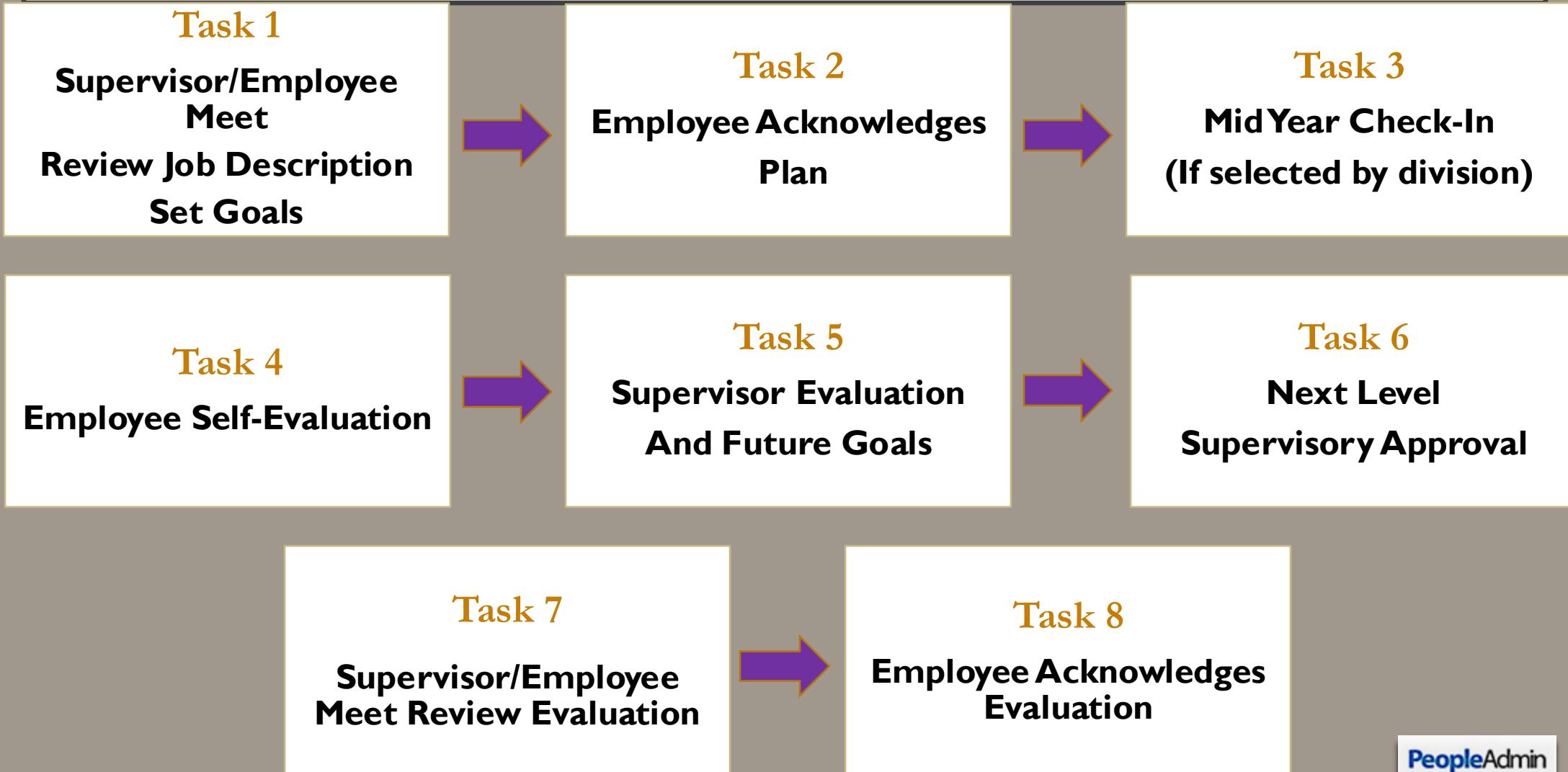


PREP

## Performance Review Enrichment Program

Annual evaluation of exempt and non-exempt staff. Performance building interviews are held between staff and supervisors. This evaluation may be used in the determination of salary, promotion, retention, etc.

# FLOW CHART



# SMART GOALS

by George T. Doran

**S**

**Specific**

Make sure that your goals are clear and concise

**M**

**Measurable**

Make sure that your goal is not vague and is quantifiable

**A**

**Attainable**

Is your goal possible to be achieved?

**R**

**Relevant**

Does it align with your overall business plan?

**T**

**Time Bound**

Make sure that your goal has a deadline



WEBER STATE  
UNIVERSITY

PREP PROS?

CHALLENGES?



Clear Roadmap / Expectations



Recognition / Correction



Two-Way Feedback



Legal Protections

# PREP - ANNUAL PERFORMANCE REVIEW



It is a  
**SUMMARY,**  
not a  
**SURPRISE.**

# PREP - ANNUAL PERFORMANCE REVIEW

The power  
of  
Continuous  
Check-ins



## EMOTIONAL BANK ACCOUNT

Steven R. Covey

*The Seven Habits of Highly Effective People*

Don't go Bankrupt!

Every interaction with a team member is either a DEPOSIT or a WITHDRAWL.



# RELATIONSHIP - CONNECTION



How do you make authentic deposits in another's emotional bank account?

Make daily deposits a Habit, not a Tactical Maneuver.

## WITHDRAWAL TIME



Title IX/OEO or ADA/FMLA

## How to have a Hard Conversation?

- Be direct, not mean.
- Performance not Personal
- Active Listening
- Authentic/Caring
- Refer to Shared Goals
- Create Mutual Plan
- Follow-up Support

# Clear is kind.

UNCLEAR  
IS UNKIND.



## REPRIMAND AND DISCIPLINE PPM. 3-33

<https://www.weber.edu/ppm/>

Whenever feasible, staff employees should be given an opportunity to improve their performance before sanctions are imposed.



Sanctions may include, but are not limited to, the following...

# PROGRESSIVE DISCIPLINE

Oral  
Written  
Suspension w/o Pay  
Dismissal



## Weber State University Reprimand and Discipline Form

Type of Reprimand:  Verbal  Written  Suspension  Discharge

Name of employee: \_\_\_\_\_ Department: \_\_\_\_\_

Name of Supervisor: \_\_\_\_\_ Date of Disciplinary Action: \_\_\_\_\_

Summary of the activity or problem for which the employee is being disciplined (include date or time frame during which the problem occurred):

Summary of the expected correction to the problem or activity for which the employee is being disciplined (include time frame for correction if applicable):

If action is suspension, for how many days \_\_\_\_\_ hours \_\_\_\_\_

Signature of Supervisor \_\_\_\_\_

Signature of employee (certifying receipt) \_\_\_\_\_

Signature of Next Level Supervisor (dismissal only) \_\_\_\_\_

Signature of AVP or HR or designee (dismissal only) \_\_\_\_\_

Distribution: Oral Reprimand - 1 copy to supervisor, 1 copy to employee  
All other actions - 1 copy to supervisor, 1 copy to employee, 1 copy to Human Resources

NOTICE TO EMPLOYEE: This action is taken in accordance with W SU Policy 3-33 on Discipline. Further action under that policy will be necessary if the problem is not corrected. You have the right to appeal any action you feel is not justified. Your appeal must be received according to the provisions of WSU Policy 3-31 within 7 calendar days of this action.

# PERFORMANCE IMPROVEMENT PLAN (PIP)



(Date)

(Employee Name)  
(Employee Title)  
Weber State University

Dear (Employee Name),

As part of assessing your performance in recent months, there are identified areas of improvement that I believe require specific correction and accountability. In an effort to support you in your role, I am implementing a performance improvement plan, **in conjunction with an oral/written warning (outlined in PPM 3-33)**. This performance improvement plan, **will continue for the next (2-6) months and will** provide you documentation of performance and the opportunity to satisfactorily address these areas of improvement.

Below are the areas of concern I believe need to be addressed during this **performance improvement plan**:

1. Add concern area #1
2. Add concern area #2
3. Add concern area #3

To reiterate goals for our area, here is what I would like to see occur during **this period**:

1. Add goal/where performance should be by end of PIP for concern area #1
2. Add goal/where performance should be by end of PIP for concern area #2
3. Add goal/where performance should be by end of PIP for concern area #3

To support you in accomplishing the above goals and/or changes, here are my commitments to you:

1. Add support provided for concern area #1 to achieve goal and/or changes
2. Add support provided for concern area #2 to achieve goal and/or changes
3. Add support provided for concern area #3 to achieve goal and/or changes

As we implement this performance improvement plan, I would like to coordinate a meeting schedule with you to discuss progress on each of these goals. These meetings are to provide me with updates on your progress on the above goals as well as provide you feedback I receive from various campus stakeholders critical to your success. These stakeholders include **(stakeholder list)**. **Include meeting schedule – monthly, semi-monthly, weekly, etc.**

I hope this time will enable you to address these critical issues. Please know that I am committed to your success in your position, but should your performance not improve to satisfactory levels by the established deadlines above, further corrective action (up to and including termination) will occur.

Sincerely,

(Supervisor Name) \_\_\_\_\_

# PROBATIONARY RELEASE (6-MONTHS)



WEBER STATE UNIVERSITY  
Human Resources

## Probationary Release Form

Name of Employee \_\_\_\_\_ Department \_\_\_\_\_

Name of Supervisor \_\_\_\_\_ Date of Hire \_\_\_\_\_

Release Date \_\_\_\_\_ Last Day of Pay \_\_\_\_\_  
(Two weeks notice, or pay in lieu of notice, required.)

Reason for Release:

NOTICE TO EMPLOYEE: This action is taken in accordance with WSU Policy 3-8, Probationary Period.

Signature of Supervisor \_\_\_\_\_

Signature of AVP for HR or designee \_\_\_\_\_

Distribution: 1 copy to supervisor, 1 copy to employee, 1 copy to Human Resources

# SELF CARE



- Friends
- Family
- Favorite Activities
- Exercise
- Mindfulness
- Reading
- Movies
- Night in/out



Q & A

# HELPFUL RESOURCES

## **Meagan Thunell**

AVP for Human Resources

[meaganthunell@weber.edu](mailto:meaganthunell@weber.edu) - ext. 7496

## **Leslie Simpson**

Employee Relations & Performance Review Specialist

[lesliesimpson1@weber.edu](mailto:lesliesimpson1@weber.edu) - ext. 6036

## **Marisa Salazar**

Leave Coordinator – ADA/FMLA

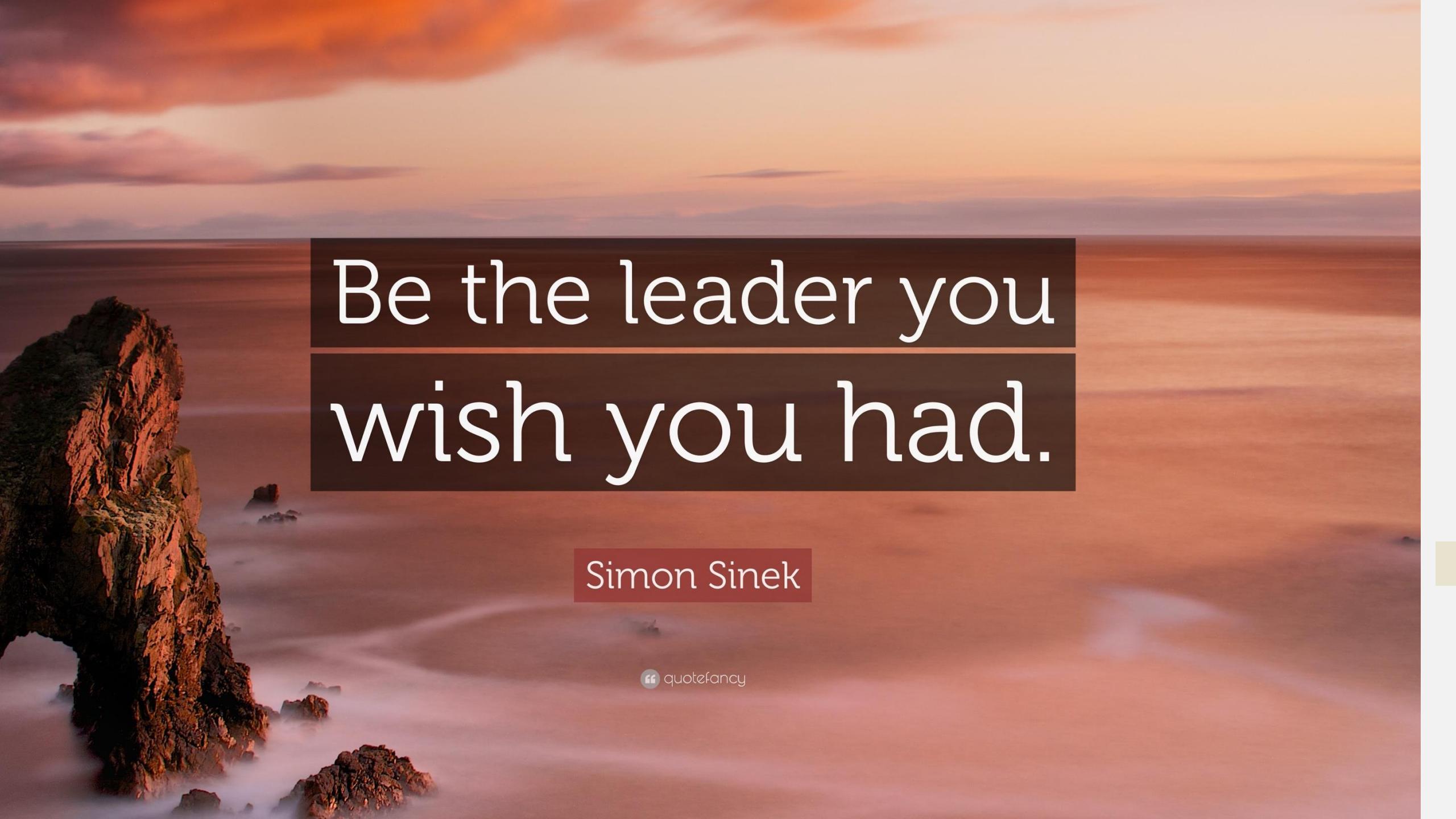
[marisasalazar@weber.edu](mailto:marisasalazar@weber.edu) - ext. 6184

## **Alex Babilis**

Executive Dir. Of Equal Opportunity/Affirmative Action

[alexandrababilis@weber.edu](mailto:alexandrababilis@weber.edu) - ext. 6239

Handouts on  
Hard  
Conversations!

A landscape photograph of a rugged coastline at sunset. The sky is filled with warm, orange and yellow hues, transitioning into cooler blues and purples. In the foreground, a large, dark, craggy rock formation juts out into the water. The sea is calm, with a layer of low-hanging clouds or mist resting on the surface, creating a serene and somewhat ethereal atmosphere.

Be the leader you  
wish you had.

Simon Sinek