



PERFORMANCE REVIEWS

Soft Skills and Hard Conversations

Supervisor Roundtable
December 17, 2025



PERFORMANCE REVIEWS



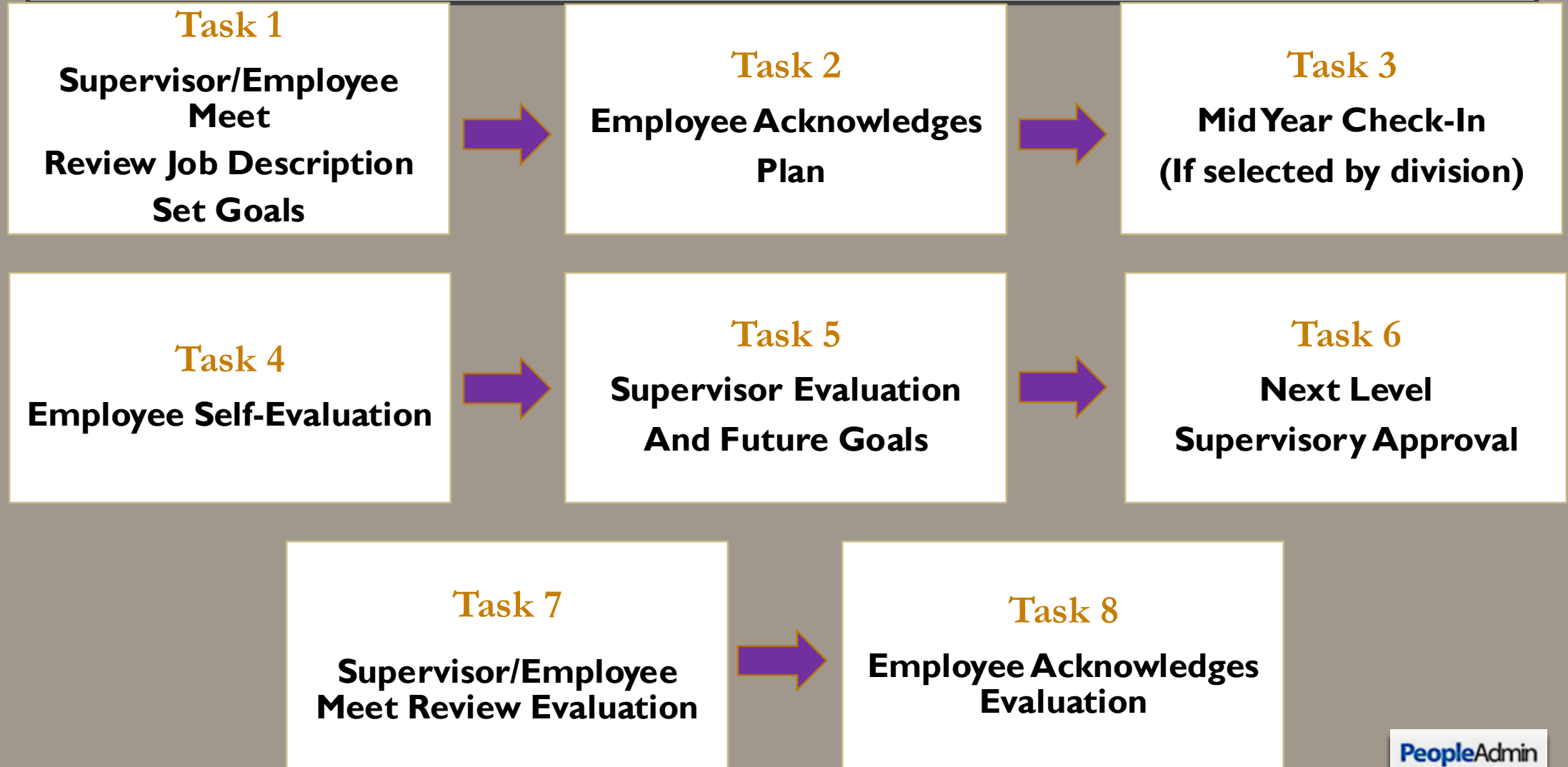
WEBER STATE
UNIVERSITY

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
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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 WITHDRAWAL.



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 UNCLEAR
IS UNKIND.
kind.



**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

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AVP for Human Resources

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Leslie Simpson

Employee Relations & Performance Review Specialist

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Marisa Salazar

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Alex Babilis

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Handouts on
Hard
Conversations!



Be the leader you
wish you had.

Simon Sinek