**Leader’s Guide**

**Olivia - Employee Performance Evaluation Exercise for Supervisors**

**Introduction:**

Supervisors responsible for completing employee performance evaluations will be faced with a variety of challenges. This training exercise sets the stage for supervisor reflection and group discussion on how to handle common scenarios including an employee who excels in one area but struggles in another, and who has some inconsistent performance over the course of the year. It also incorporates factors such as a protected medical leave, and performance concerns cropping up toward the end of the evaluation period.

* Use this employee performance scenario to prompt discussion on how to navigate common challenges in the performance evaluation process.
* Provide supervisors time to read through the description of Olivia’s performance, and have them complete her performance evaluation.
* Ideally, incorporate your County’s performance evaluation format and rating scale options for this exercise. Alternatively, you can have participants rate Olivia based on the competencies described on the last page of the employee scenario document.
* When the evaluations are completed, have supervisors share their rating selections for Olivia. This exercise can help build consensus across departments or within County work groups regarding how your rating scales should be applied.
* You may wish to encourage small group discussion for this exercise, followed by an exchange of ideas with the larger group, along with sharing HR insight on the topics addressed.
* Hearing how other supervisors would address the challenges presented in this scenario will increase performance management knowledge among your leadership group, and can help build greater organizational consistency.

Large Group - Sample Questions to Prompt Discussion:

* How do you address (or not address) an FMLA leave that occurs during the performance evaluation cycle?
* In Olivia’s case, the department didn’t have someone to keep all her regular tasks on track while she was out on medical leave, so she returned to a backlog of work. How might you account for this? Do you adjust your expectations? Would you meet with the employee to revise goals following her return from leave?
* How do you approach evaluating a competency like “leadership” for someone in a position that doesn’t have clear leadership responsibilities? What constitutes strong leadership performance for an employee in an administrative assistant position like Olivia’s?
* Some concerns have been noted in Olivia’s work quality and attention to detail following her leave, occurring during the last 5 weeks of the year. What are your thoughts on how to best address this situation? Do you lower her evaluation rating? How much should it affect her annual review ratings? Would you address it in the comments section of the evaluation? Would you address the concern in another way?
* Olivia has engaged in some problematic interactions with other County staff. How would you approach this concern?
* Have you ever successfully coached an employee on soft skills?
* Have you ever had an employee with really high technical skills and job knowledge, who was difficult to get along with and failed to build positive working relationships? Should this be reflected in their performance evaluation? Where might you address this in our performance evaluation format?