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Cody T. Williams

Western Michigan University, [cody.t.williams@wmich.edu](mailto:cody.t.williams@wmich.edu)

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WESTERN MICHIGAN UNIVERSITY  
Mallinson Institute  
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# Enhancing SAMPI Personnel Evaluation Procedures

Cody T. Williams, Ph.D.

SAMPI Director and Assistant Professor, Western Michigan University  
Academic Leadership Academy 2018-2019



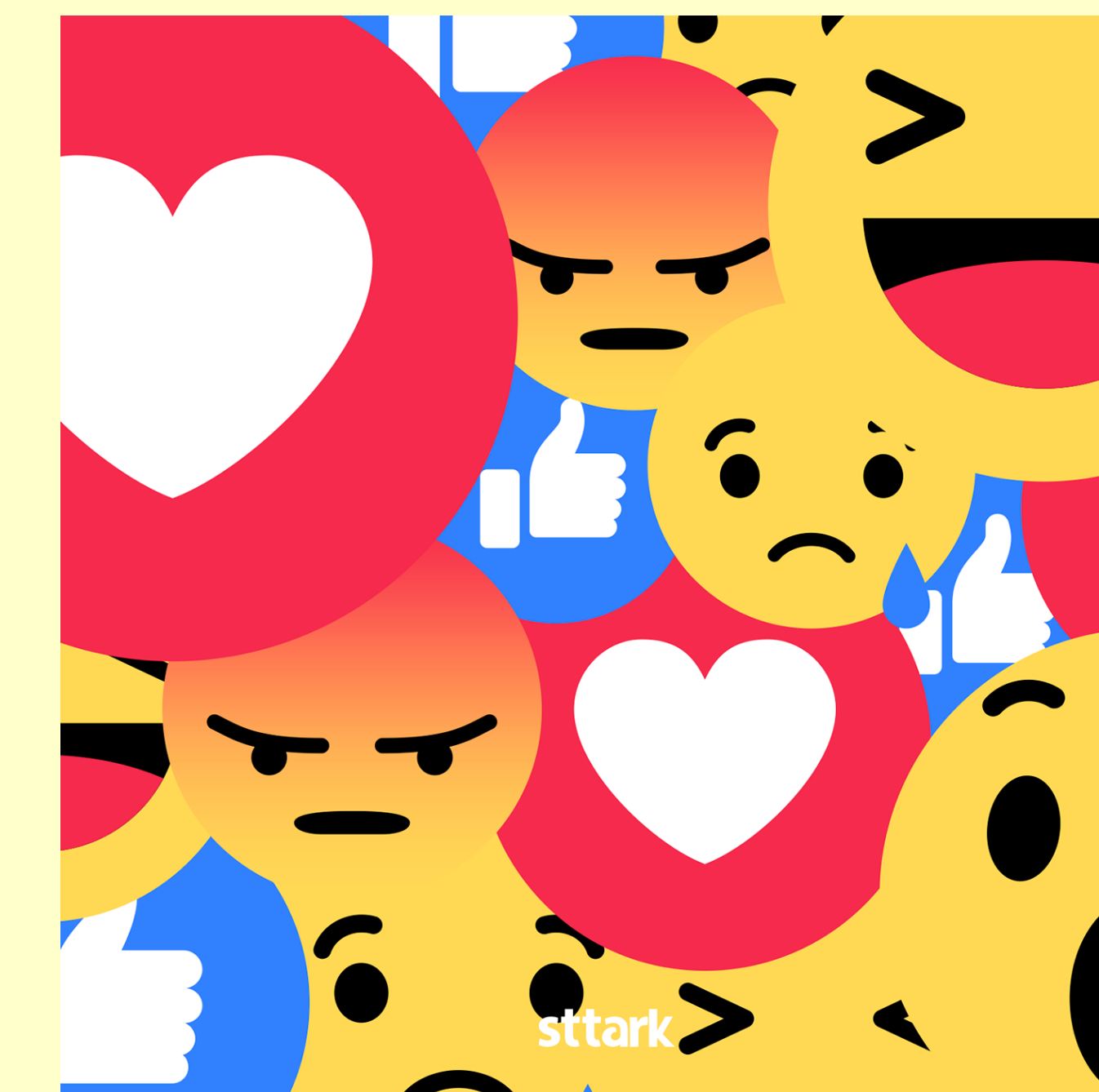
WESTERN MICHIGAN UNIVERSITY  
Science and Mathematics  
Program Improvement

## Introduction

- Science and Mathematics Program Improvement (SAMPI) exclusively using WMU Human Resources “Performance Management Program Annual Review Form” for staff annual performance reviews.
- Form provides annual opportunity for SAMPI staff and Director to meet and discuss past performance and future development plans.
- Experiences with staff performance reviews and ALA convinced me of need for additional procedures to develop team trust and encourage staff buy-in (Lencioni, 2007).

## New Process

- Several new activities identified from the performance management literature (Bouskila-Yam & Kluger, 2011; Budworth et al., 2015):
  - **Feedforward Interview (FFI):** staff member asked to describe experience at work where they felt their best.
  - **Reflected best self feedback (RBSF):** Director shares story with staff member.
  - **Online-questionnaire:** Director and staff complete questionnaire based on strengths from FFI and RBSF.



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- Some team members also noted that there is anxiety with any new review process.
- The team also felt that the new processes need to be piloted.

## Literature Review

- Performance management literature and Personnel Evaluation Standards were reviewed to generate ideas for enhancing current process.
- Review of relevant evaluation standards led to prioritizing ideas that focused on staff strengths, practicality, and productivity (Table 1).

**Table 1.** Relevant Personnel Evaluation Standards (Gullickson & Howard, 2009).

Standard	Key Questions
<b>Comprehensive Evaluation</b>	Do procedures and expectations allow both strengths and weaknesses to be identified rather than solely deficits?
<b>Follow-Up and Professional Development</b>	Is a structure in place to allow the data generated to be used in professional development plans?
<b>Practical Procedures</b>	Are procedures for collecting data as simple and job-embedded as possible?
<b>Reliable Information</b>	Is there oversight to ensure that the evaluation procedures are the same for all evaluatees?

## Staff Discussion



Figure 1. SAMPI Staff Photo

- Meeting held to discuss the proposed changes to staff evaluation.
- Staff were provided the opportunity to provide feedback.
- All staff felt the review process provides useful feedback on how they are doing and how they can improve.
- Some expressed that they were hopeful the new process could help identify strengths and team growth.

## Conclusions/Future Plans

- High-quality performance review should focus on strengths rather than deficits.
- There are some relatively simple practices that can be employed by supervisors to increase staff participation in performance review.
- The hope is that the new staff review process will lead to increased staff ownership of staff evaluations and individual/team growth.
- We will pilot test the new review system this fall in order to use the information the WMU HR review process next year.

## Literature Cited

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