




HUMAN CAPITAL MATTERS
WEBINAR SERIES

Employee Performance Evaluation 101


Presented by


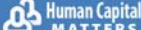
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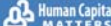
Human Capital Webinar Series

- On-demand
 - Succession Planning in Public Organizations
 - Effective Disciplinary Procedures
 - Values Based Customer Service
 - Diversity in Public Administration
- Free if you purchased live webinars
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Housekeeping

- Your questions
 - Ask them, please!
 - Groups: appoint a scribe
 - Shooting for answering all

Housekeeping

- Technical Difficulties
 - Troubleshooting
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 - 919-962-5487
 - Slides won't advance? Close and re-open browser
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Poll

- How many of you are watching at your site?
- What counties represented?
- Type your responses in the box provided

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Performance Evaluation Topics

- Research
- Big Picture
- Perspectives
- Designing and Implementing
- Role of HR

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Performance Evaluation Research

- Employee perceptions affect outcomes
- Employee input into process affects outcomes
- Uncomfortable reviewers tend to grade inflate
- Evaluations tend to be biased by race and gender



Organization's Performance Evaluation Philosophy

- Every organization chooses one; make choice conscious
- Ranges from "fill out a form and see what kind of raise I get" to
- "Faster is slower " and "The easy way out leads back in" - Peter Senge




Manager Perspective

- Praise achievements
- Coach to greater success
- Identify training/career development
- Succession planning



Manager Perspective

- Recognize/appreciate performance
- Reinforce organizational values
- Document actions and decisions
- Set goals



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Employee Perspectives

- Clarify performance expectations
- Receive recognition and appreciation
- Feedback for individual improvements



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Employee Perspectives

- Identify training needs/interests
- Set goals
- Discuss career development



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Purpose

- Continuous improvement, not judgment
- Win-win
- Focus on communication, not the form




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Purpose

- If focus on performance pay rather than performance evaluation, miss benefits
- Benefits of staggered evaluations



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Designing Performance Evaluation

- Develop with management team
- Written policies
- Performance levels
- Clearly defined roles and responsibilities




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Designing Performance Evaluation

- Appeals Process
- Survey employees (sample provided)
- Get supervisor and employee input




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Implementing Performance Evaluation

- Training
- Ongoing feedback and documentation
- Meet with employee, THEN fill out form




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Implementing Performance Evaluation

- Pilot
- Evaluate and tweak
- Interim implementation (it's never final)





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Evaluation Instruments

- Clearly job related
- Focused on observable performance (behaviorally anchored)
- Specifies and describes good performance
- Focused on results/outcomes, not inputs






Evaluation Instruments

- Covers all important aspects of performance
- Flexible & user driven
- Measurable where possible and feasible




Images of Performance Evaluation

- Greek God Janus
- Quality Time
- Jigsaw Puzzle



Steps in Conducting Performance Evaluation Conference -Handout

- Prepare
- Set aside time
- Think through message




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Steps in Conducting Performance Evaluation Conference -Handout

- Let employee go first
- Review purposes & objectives
- Be aware of biases




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Consistency for Fairness

- Written policies
- Behaviorally anchored forms
- Supervisory training




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Consistency for Fairness

- Monitoring responsibilities – department heads, HR, Manager, etc.
- Accountability of supervisor
- Employee appeals





Role of HR

- Identify proper tools needed
- Monitor effectiveness and consistency
- Advocate when changes needed
- Ensure proper training



Take Home Points

- You can't phone it in
- Understand what you are trying to accomplish
- Get top management commitment & employee input
- Coach rather than judge
- Recognize biases
- Be consistent



Questions?



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https://unc.az1.qualtrics.com/SE/?SID=SV_agxmANPb7MGL5Ep

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