GOVHR USA GOVTEMPS USA

Re-Evaluating Your Employee Evaluations

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Presentation Outline



What is Performance Evaluation and Objectives of a Performance Evaluation System



Performance Evaluation Tool Components



Meeting with the Employees



Practical Tips and Questions



What s Performance Evaluation?

Examines and Evaluates Employee Work Behavior to Preset Standards

Reviews Employee Progress toward the Completion of Goals

Documents the Results

Provides Feedback to the Employee



Objectives of a Performance Evaluation System



Promotes and strengthens communication by outlining performance expectations and standards.



Promotes productivity and raises the level of performance.



Documents performance to support personnel decisions – promotions, merit increases, disciplinary actions. Evaluates and prepares employees for future assignments – Succession Planning



Identifies training opportunities to enhance skills or improve performance.



Focuses on performance criteria and goals.

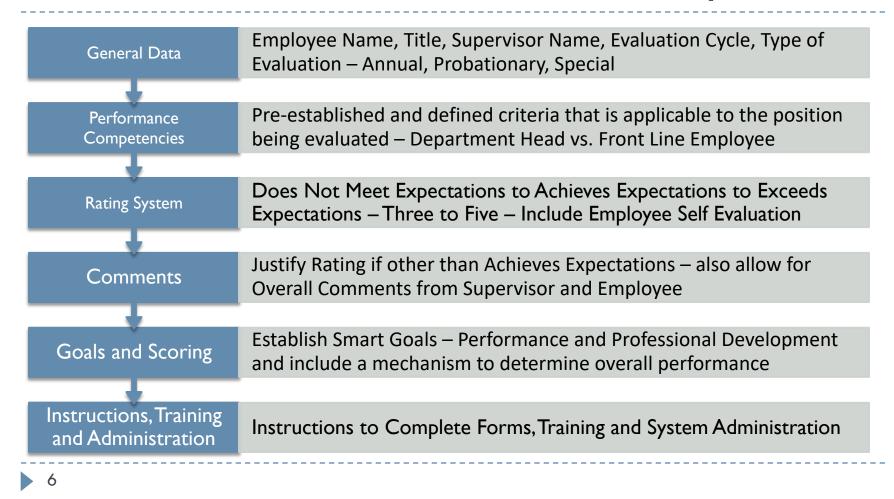


Performance Evaluation Practices

- Scan of Tools and Practices
 - Massachusetts
 - > 16 Communities Surveyed, 8 Responses
 - > 5 have a system, 3 do not
 - > Nationwide
 - > 34 Communities Survey, 16 Responses
 - > 17 have a system, 3 do not

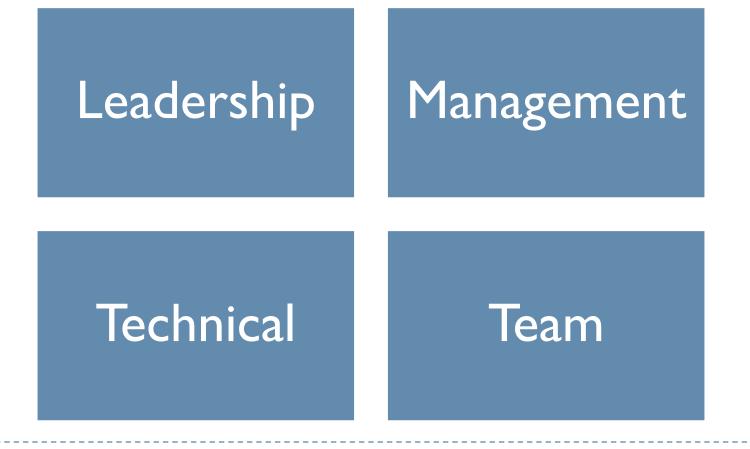


Performance Evaluation Tool Components





Performance Competencies





Performance Competencies and Categories

- Leadership Categories
 - Mission, Vision, Values and Strategic Plan
 - Initiative and Innovation
 - Relationship with Assigned Committees and Commissions
 - Professional Growth and Development
 - Leadership Perception



Performance Competencies and Categories

- Leadership Category
 - > Relationship with Assigned Committees and Commissions
 - Actively Communicates and provides guidance and liaison support;
 - > Develops and maintains effective professional working relationships;
 - Consistently and appropriately represents Town Administration's position;
 - > Accessible and responsive to requests for information.



Performance Competencies

Exhibited by all employees – weighted differently

	Dept Head	Manager	Front-Line
Leadership	40%	20%	10%
Management	20%	40%	10%
Technical	20%	20%	60%
Team	20%	20%	20%



What Affects Performance?



It is likely the level of performance will change from year to year:

Organization Policies and Practices Job Concerns Personal Life



Understand the biases that accompany rating performance:

Halo vs Horn Recent Effect, Central Tendency Positive vs. Negative Leniency Like Me or Contrast Effect



Rating System – Use Words!

Too Few?

- Does Not Meet
 Expectations
- Achieves Expectations
- Exceeds Expectations

Too Many?

- Unacceptable
- Needs Improvements
- Meets Expectations
- Exceeds Expectations
- Outstanding



Establishing Performance Goals

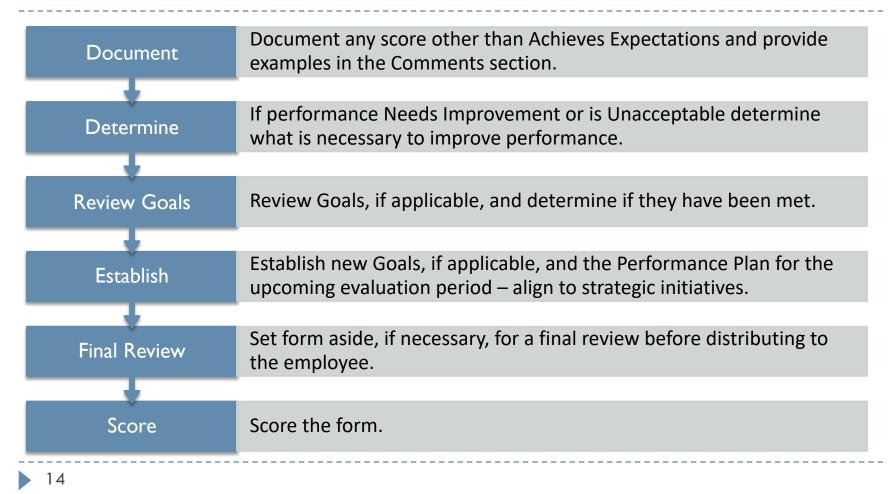
Decide on the types of goals to be established, either project or program focused or task oriented

- Use the SMART goal format:
 - Specific (Single Outcome)
 - Measurable
 - Attainable
 - Relevant
 - Timebound

- (Action Oriented #
 - (Realistic can be accomplished)
 - (To our mission and positions)
 - (By when)



Steps in Evaluating Performance







Discuss any recommended training and development opportunities.



Solicit feedback from the employee and answer all questions.

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Allow the employee to provide written feedback and give the deadline for the written feedback to be provided.

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Schedule a follow-up meeting if necessary.

Meeting with the Employee

Distribute the Performance Evaluation Form Prior to the Meeting

Meet in Private Location

Emphasize the Discussion is Free-flowing and Solicit Feedback



Sign the form.



Send form to Supervisor or Human Resources.



How to Ensure Success!



Open communication and notetaking will go a long way when evaluating employee performance. No surprises!



Aligning goals to the mission of the Community will make work more purposeful.



Ongoing training to ensure the system is being used uniformly is paramount.



Overall management of the system to ensure consistency across departments is critical to its success.



Employees take pride in their work and desire feedback!



Let me know if I can help...

Questions?

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