



GovHR USA

GovTEMPS USA

Performance Appraisal Systems and Goal Setting
in the Public Sector: An Overview

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Presentation Outline



What is Performance Appraisal and Objectives of a Performance Appraisal System



Performance Appraisal Tool Components



Meeting with the Employees



How to Ensure Success and Questions

What is Performance Appraisal?

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 Appraisal System



To promote and strengthen communication by outlining performance expectations and standards.



To promote productivity and raise the level of performance.



To document performance to support personnel decisions – promotions, merit increases, disciplinary actions.



To evaluate and prepare employees for future assignments – Succession Planning.

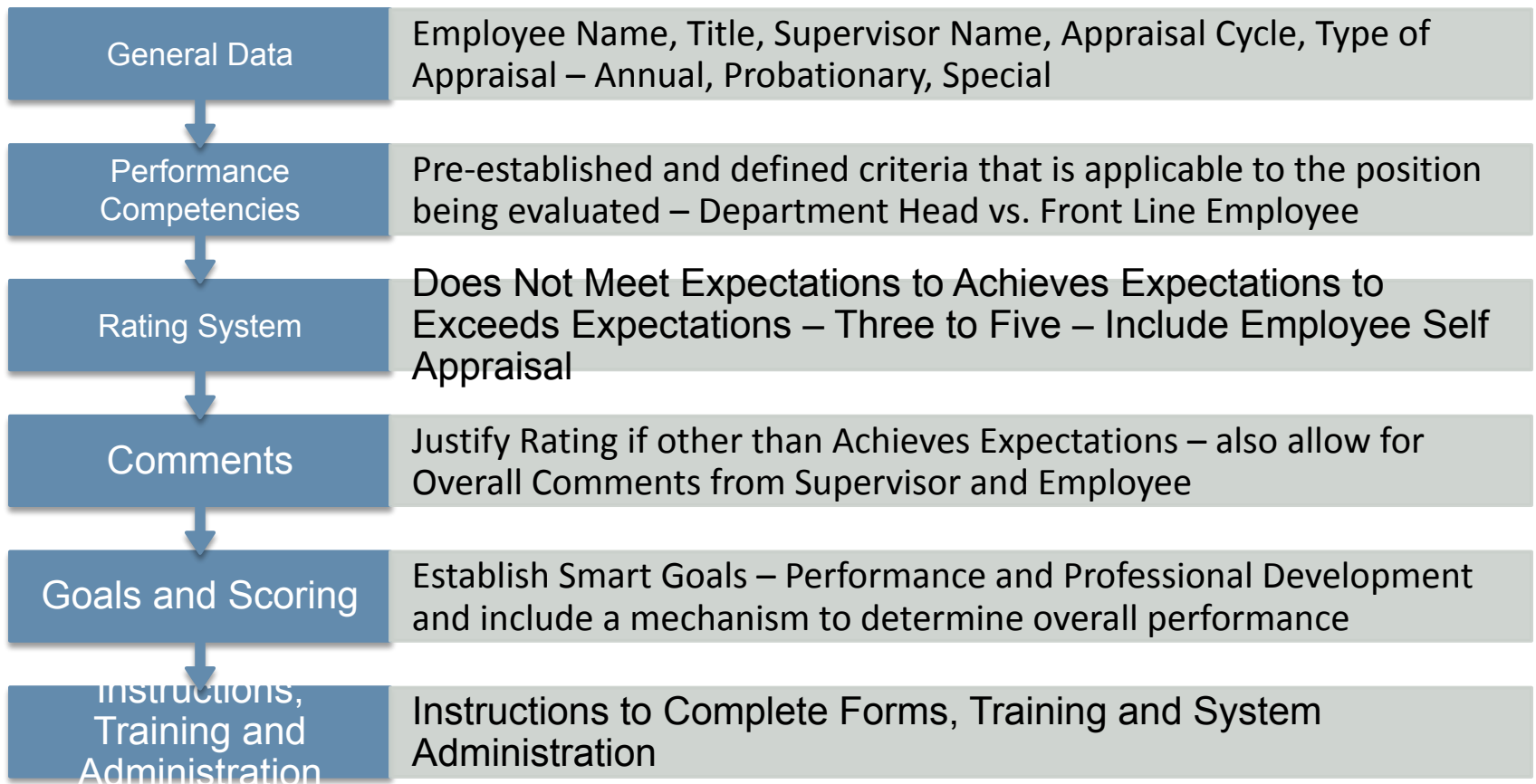


To identify training opportunities to enhance skills or improve performance.



To focus on performance criteria and goals.

Performance Appraisal Tool Components



Performance Competencies

Leadership

Management

Technical

Team

Performance Competencies and Categories


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

Exhibited by all employees – weighted differently

	TM – DH	Supervisor	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
Covid



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 Improvement
- 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 (Action Oriented - #  )
 - Attainable (Realistic – can be accomplished)
 - Relevant (To our mission and positions)
 - Timebound (By when)

Smart Goals?



To attend a seminar on time management by March 31, 2024



Purchase a work order system



Have no accidents while operating City/Town equipment throughout the Performance Appraisal period



Develop a list of CIP items as they relate to HVAC by March 1, 2024

Smart Goals?



Provide more online services for residents



Find a way to cut the budget by 5%

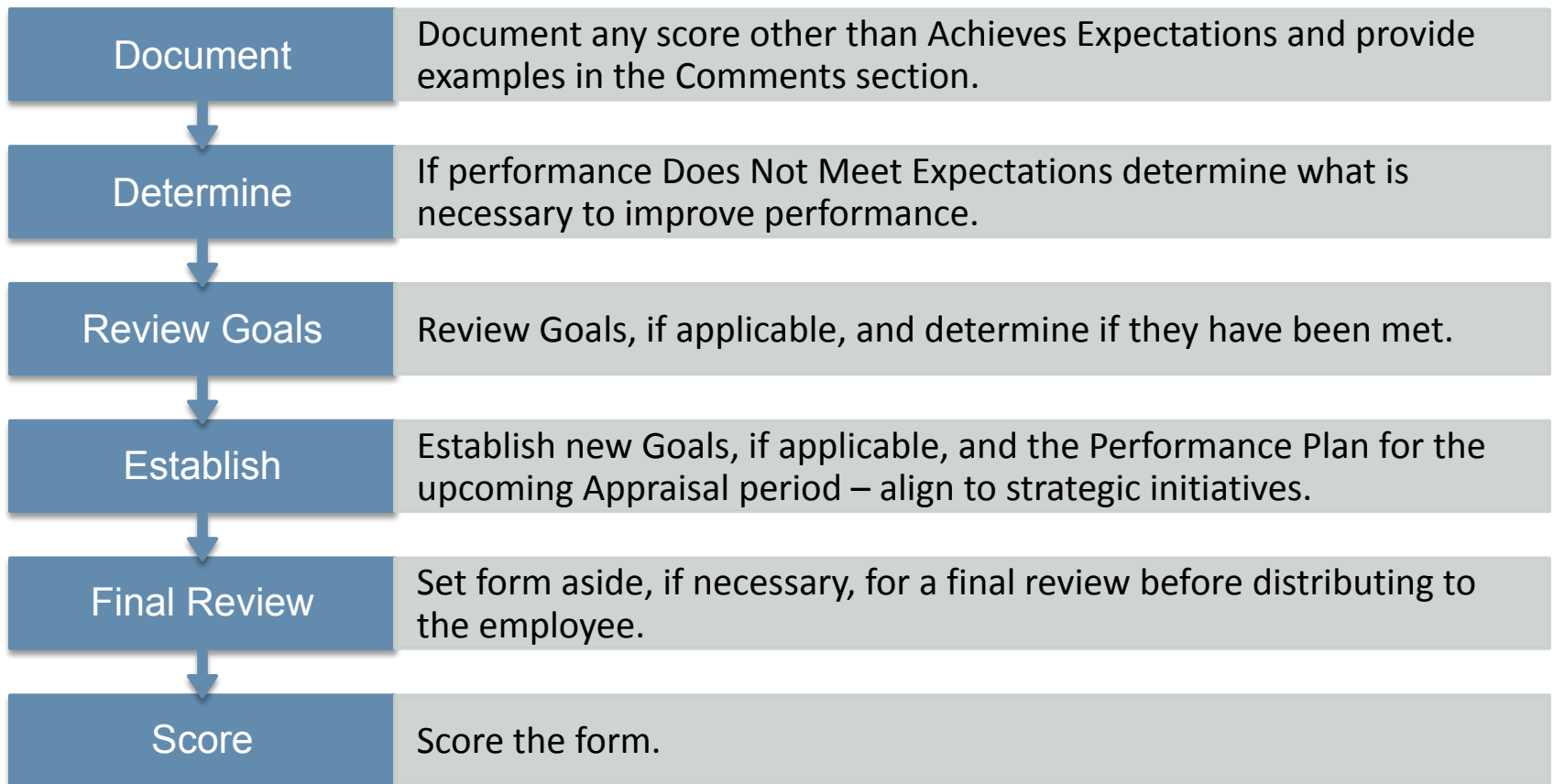


Improve work relationships



Read the Purchasing Manual by January 10, 2024

Steps in Evaluating Performance



Meeting with the Employee



Provide form ahead of the meeting. Meet in a private location. Discussion is free flowing.



Discuss any recommended training and development opportunities.



Solicit feedback from the employee and answer all questions.



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



Schedule a follow up meeting if necessary and 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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