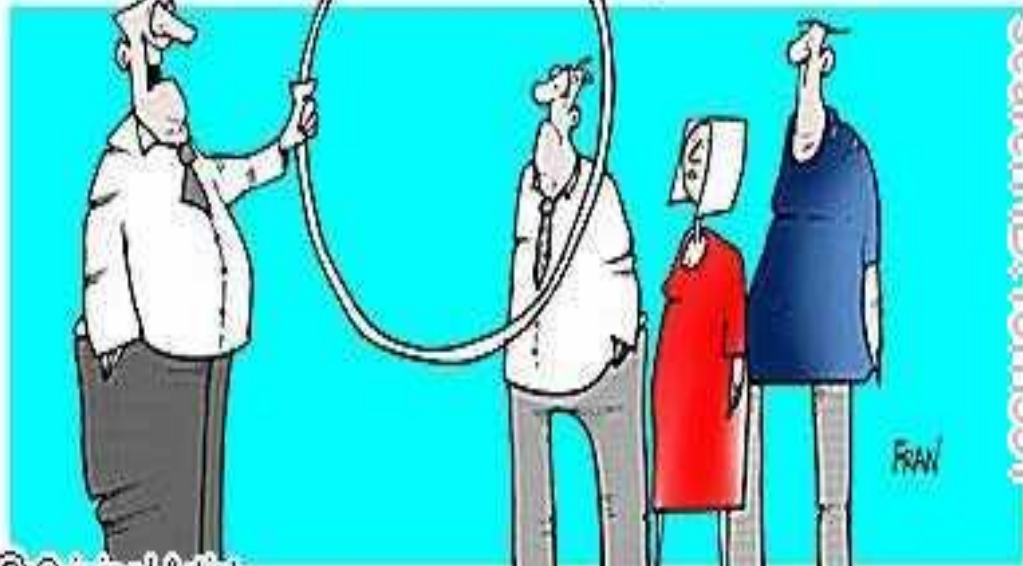


# Conducting Effective Performance Evaluations

- February 13, 2012
  - March 9, 2012

JUMP!

PERFORMANCE  
MANAGEMENT



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# Performance Evaluation v. Performance Management

## Evaluation

One time event

Retrospective

Short Term

Correction oriented

Completing form

## Management

Ongoing

Prospective

Long Term

Progress steps

Planning/goal setting

# Top Five Best Practices in Performance Management

- Hire the Best People, Train them Well
- Have Clear Expectations – share them!
- Set Goals
- Communicate
- Give Feedback

# Performance Management

- Process in which management and employees work together to accomplish the mission, goals and objectives of their organization
- More than an annual paper shuffle
- Few jobs remain constant, early feedback is vital

# Performance Management

- Continuous on-going process of gathering information and communication about performance
- Cyclical process – planning, setting expectations, observation, evaluation
- Silence = approval of behaviors

# Job Descriptions

- Foundational tool, essential to effective performance management
- Clarify job responsibilities and expectations
- In legal challenge situations, provides the supervisor with the ability to prove that the employee did know the expectations and standards

# Performance Evaluation

- Personnel Policy 600 –  
[http://www2.montana.edu/policy/performance\\_evaluation\\_policy.htm](http://www2.montana.edu/policy/performance_evaluation_policy.htm)
- Management Best Practice
- An annual performance evaluation is required for classified and contract professional employees

# Performance Evaluation

- Management best practice; ensures unit mission, goals, and objectives are in alignment and being met
- A more involved feedback session, with discussion, covering many aspects of performance over a period of time
- Formal, written, No Surprises!
- Done WITH the employee, not TO the employee
- Communicate, communicate, communicate

# Performance Evaluation

- Two-way communication between employee and the manager
- Sets clear expectations to employees
- Employees want to know what is expected of them
- Facilitates employee development and growth

# Feedback

- One of the most effective ways to reinforce or increase productivity involves providing employees with specific feedback about their performance, at a high frequency, immediately following the desired performance

# Keys to Successful Performance Evaluations

- Identify performance expectations
- Be consistent in measuring and communicating the extent to which those expectations are being met
- Provide opportunities for feedback and clarification

# Successful Performance Evaluations

Set/establish expectations and/or goals

- Focus on job related skills or activities – realistic and achievable
- Work performance and behaviors – objectively observable and measurable
- Reasonable indicators of successful performance are expressed in terms of quality, quantity, timeliness, cost
- Performance measures/indicators are subject to change, are not permanent, are not perfect

# Conducting the Evaluation

- Plan ahead, plan for the desired outcome
- No Interruptions - Take the Time, Make the Time
- In writing, face-to face
- Formal official document
- Watch for personal biases – do not focus on personality traits
- No surprises!

# Do's and Don'ts

- Do - Establish clear performance expectations and review annually with each person
- Do - Focus on the employee's behavior and job performance
- Do - Discuss individual instance of problem performance when it arises and how the problem should be addressed

# More Do's

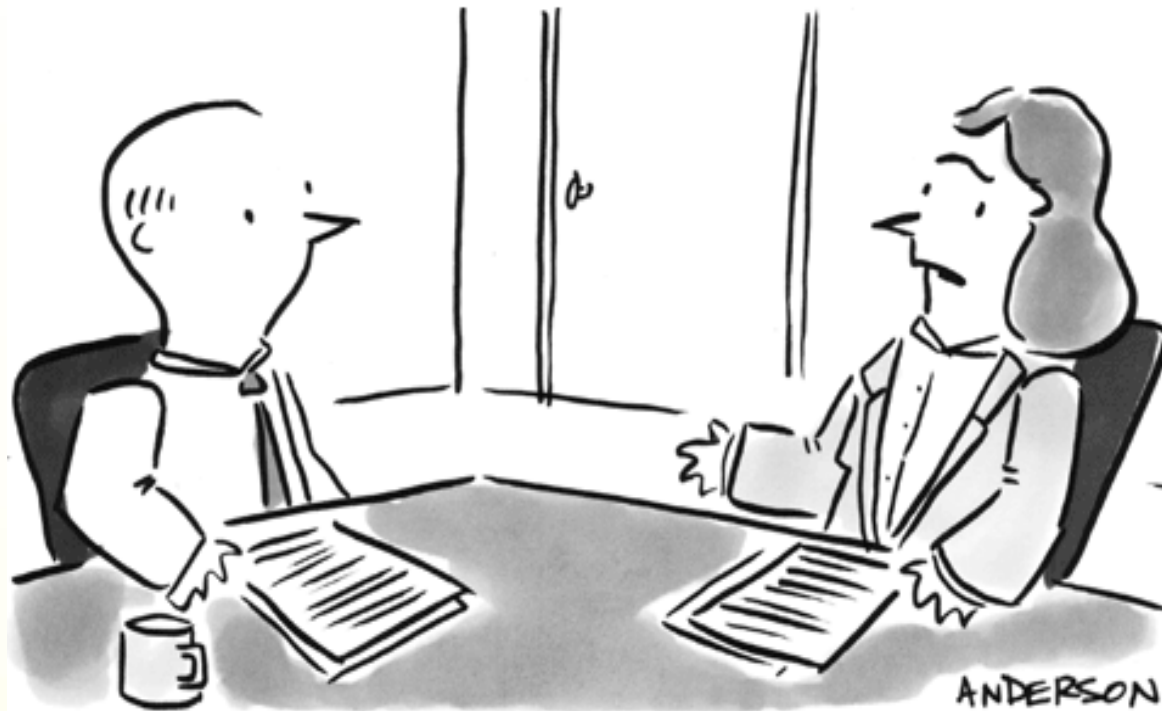
- Do - Objectively describe what the employee did or did not do
- Do - Give credit where credit is due!
- Do - Review patterns of poor or unacceptable performance & write plan to improve performance with deadlines and milestones
- Do – Be discreet and follow up

# The Don'ts

- Don't generalize individual problems to the group
- Don't ignore patterns of poor job performance
- Don't become involved in personal problems
- Don't recognize a "group" for an accomplishment of an individual - - - recognize him/her!

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"That's my performance review?! Two thumbs up?!"

# Rating Performance

- Exceeds – Frequently exceeds performance standards for the position. Employee makes unique and significant contributions to the department.
- Meets – Meets performance standards for the position. Consistently and effectively performs job duties.
- Needs Improvement – Fails to meet performance standards for the position. Improvement is needed.

# Common Rating Errors

- Halo/Horn – opinion of one quality influences opinion of other qualities. All the same rating.
- Central Tendency – everyone in the middle, lack of rating between employees.
- Leniency – avoids honest ratings to avoid conflict – everyone near the top.
- Recency – greater weight to recent occurrences or events
- Similarity/Like me – favorable rating to employees who have similar values or interests to the rater

# Classified Evaluations

- <http://www.montana.edu/pps/EmployeeRelations.htm>
  - Version 1, developed with MPEA – ad hoc labor management committee
  - Version 2, historical form
  - If you wish to design an alternate evaluation tool for classified employees, it must be pre-approved by Employee & Labor Relations.

# Professional Evaluations

- Affirmative Action Website
  - <http://www.montana.edu/hraa/evaluations.html>
- Two options available – Word and Excel – can be edited to fit your needs
- Please remember the **COVER SHEET** on all evaluations

# Procedure

- Rebuttal process; No grievance process
- An employee who disagrees with the evaluation of his or her supervisor may submit a written request for review by the supervisor's supervisor.
- The written request must outline the specific areas of disagreement and the reasons the employee disagrees with the supervisor's evaluation.
- The decision of the supervisor's supervisor will be the final decision on the evaluation.
- The employee's written disagreement will be included with a copy of the final performance evaluation and placed in the employee's personnel file.

# FAQ's

- Should probationary employees be evaluated during the probationary period?
  - Conduct the discussion immediately upon conclusion of the probationary period

# FAQ's

- My supervisor asked me to fill out a self evaluation. Is this legit?

**Yes!** This method may meet multiple managerial needs:

- Aids the face to face discussion
- Self evaluation by the employee may help establish the thought processes for an effective discussion
- May help align employee and supervisor understanding of the job duties

# Tips to Remember

- Employee & Supervisor must sign the evaluation
- Send in the ORIGINAL evaluations not a copy.
- Complete Evaluation in Pen not pencil
- Please provide LEGAL name on Cover sheet
  - No nicknames
- Double check GID & Position number
  - Allows for tracking incoming evaluations & filing correctly
- Remember to include the coversheet located on the websites

# More Tips to Remember

- If you say “see attached page” ...make sure to attach the page.
- Self evaluation is not the Performance Evaluation that a supervisor can sign and submit without comments.
- Do not place comments on a post it note
- Wait until employee has been hired and is past their 6 month review to do a review
- Don't put “jokes” on Performance Evaluations  
i.e. under goals - “Get fired”

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