Conducting Effective Performance Evaluations

February 2013
## Performance Management v. Performance Evaluation

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Performance Management

• Process in which management and employees work together to accomplish the mission, goals and objectives of their organization
• A constant ongoing process
• Few jobs remain constant, early, initial feedback is vital, provide course correction
• Silence = condoning; approval of behaviors
• Set a proper example – role model
Top Five Best Practices in Performance Management

• Hire the Best People, Train them Well
• Have Clear Expectations – share them!
• Set Goals
• Communicate
• Give Feedback
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.
  • Immediate
  • Objective
  • Attentive
  • Descriptive
  • Specific
Job Descriptions

• Foundational tool, essential to effective performance management
• Clarifies job responsibilities and expectations
• Provides the ability to be straight forward, respectful, and polite
• 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

- Annual performance evaluation is required for classified and contract professional employees (0.5 FTE or greater)
- Classified probationary employees – conduct the discussion immediately upon conclusion of the probationary period

- Management Best Practice - ensures unit mission, goals, and objectives are in alignment and being met
- Aids in making management decisions
Performance Evaluation

- Provides on-going, 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*
- *Retain good employees – attract, focus, and keep your most talented employees*
- Satisfactory participation in the performance evaluation process is required before considering a supervisor’s request to award Flexible Pay Options available through the MUS Staff Compensation Plan
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
Conducting the Evaluation

• Adhere to written procedures
• Set aside sufficient time
• Give the employee opportunity to self evaluate prior to the review
• Plan ahead for the desired outcome
• Prepare for the evaluation (prepare a draft)
• In writing, face-to face
• Make the employee feel comfortable
• Maintain objectivity, strictly job related, do not discuss or compare to co-workers
Conducting the Evaluation

• Focus on job performance…
  – job related skills, activities, outcomes
  – job related behavior, conduct
• Be consistent in measuring and communicating the extent to which those expectations are being met
• Reasonable indicators of successful performance are expressed in terms of quality, quantity, timeliness, cost
• Be accurate, specific, give examples
• Give credit where credit is due!
Conducting the Evaluation

• Keep the discussion professional
• Don’t apologize for a poor rating
• Provide the employee with an opportunity to comment and ask questions – actively listen
• Provide clarification
• Listen carefully and take notes on the employee’s feedback
Conducting the Evaluation

- Identify weaknesses and potential problems
- Discuss individual instance of problem performance when it arises and how the problem should be addressed
- Review patterns of poor or unacceptable performance & write plan to improve performance with deadlines and milestones
- Be discreet and follow up
Don’ts

• Formal official document!
• Do not discriminate on basis of race, sex, ethnic origin, marital status, religion, sexual orientation, or disability
• Do not focus on personality
• No surprises!
Don’t’s

• Don’t generalize individual problems to the group
• Don’t move directly to punishment
• Don’t ignore patterns of poor job performance
• Don’t become involved in personal problems
Personal Problems and Substance Abuse Issues in the Workplace

- Get help – Human Resources
- Don’t diagnose – you are not a doctor
- Don’t run afoul of ADA
Disagreements

• 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.
Evaluation Forms

• Classifieds

  • Human Resources website
  • [http://www.montana.edu/hr/ClassifiedEvaluations.html](http://www.montana.edu/hr/ClassifiedEvaluations.html)
  • 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 (Susan).
Evaluation Forms

• Contract Professionals
  • Human Resources website
  • [http://www.montana.edu/hr/aa/evaluations.html](http://www.montana.edu/hr/aa/evaluations.html)
  • Two options available – Word and Excel – can be edited to fit your needs
  • If you wish to design an alternate evaluation tool for professional employees, it must be pre-approved by Employee & Labor Relations (Susan or Deb).
Tips to Remember

• Employee & Supervisor must **sign** the evaluation

• Send in the **ORIGINAL** evaluations not a copy.

• Self evaluation is not the Performance Evaluation that a supervisor can sign and submit without comments

• Complete Evaluation in Pen **not pencil**

• Please provide LEGAL name on Cover sheet

• Double check GID & Position number
Contact Info

• Susan Alt
• 406-994-3344
• salt@montana.edu

• Deborah Barkley
• 406-994-2894
• deborah.barkley@montana.edu

Human Resources
Employee & Labor Relations
201 Montana Hall