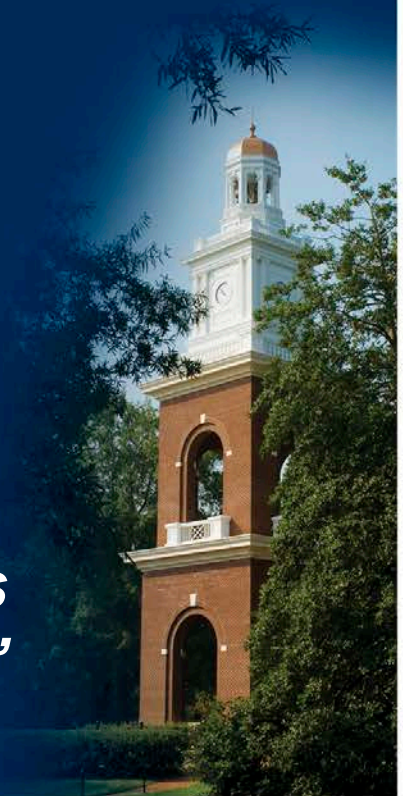


Performance Management 2013

Conducting Performance Evaluations

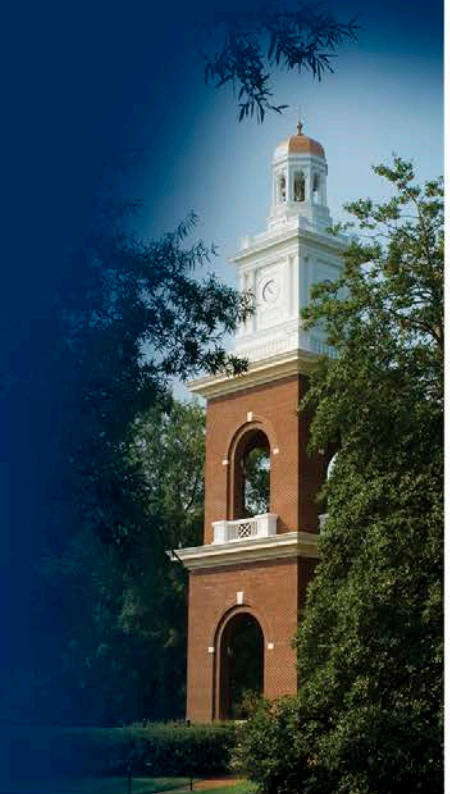
***Office of Human Resources
UMW: “Putting U First”***



Before we get started...

Introductions
Experience/Apprehensions about Process





2 Forms of Performance Feedback

- Formal feedback – typically discussed, documented, and becomes official part of employee's record



- Informal Feedback – on-going, two-way performance discussions which are documented as appropriate



Feedback During Performance Cycle Continued

Purpose of Periodic Evaluations: (Formal and Informal)

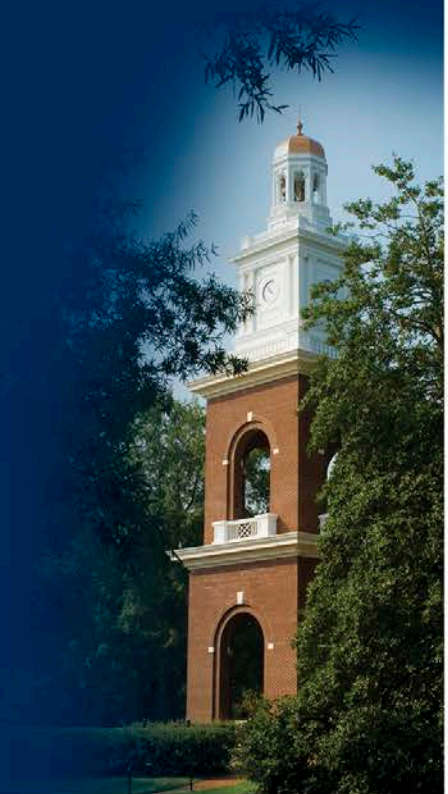
- ☒ Develops trust
- ☒ Measures progress
- ☒ Allows for two-way feedback
- ☒ Modify unrealistic performance measures
- ☒ Identify problematic expectations
- ☒ Identify personal development needs

Strongly encouraged:

- ☒ For all employees

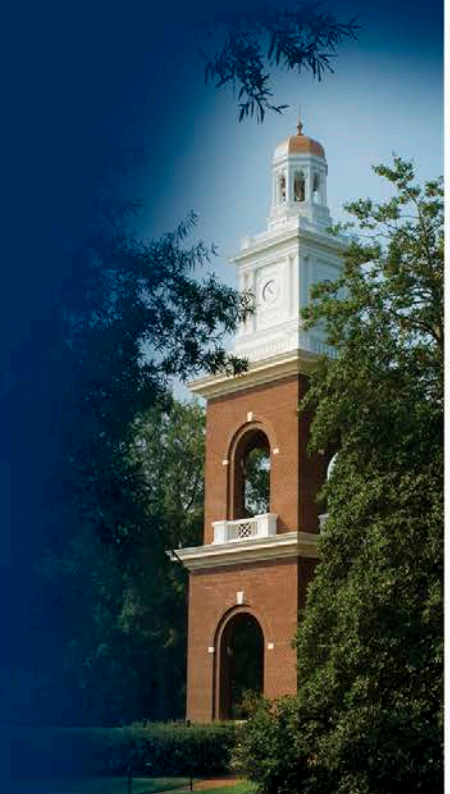
Formal Interim Evaluation Required:

- ☒ For probationary employees



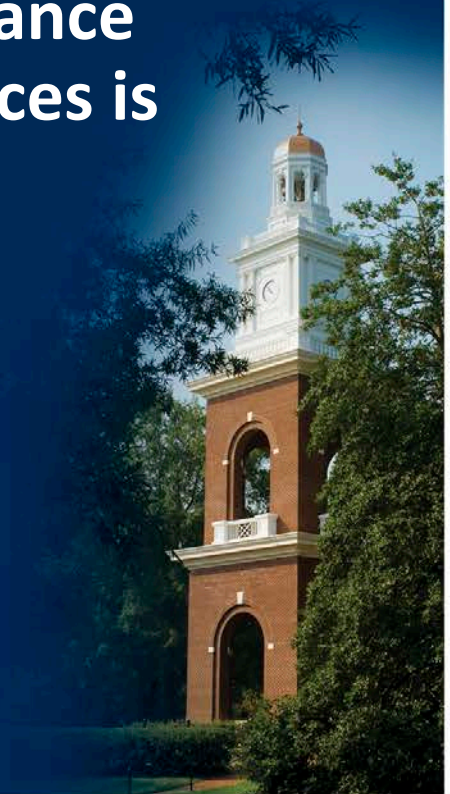
Two Components of Fall Review Process:

1. Evaluating Performance for previous cycle
2. Establishing new goals and objective for upcoming cycle on Employee Work Profile (EWP) form in Careers.



2013-2014 Cycle

The deadline to submit EWPs and Performance Evaluations to the Office of Human Resources is October 18, 2013



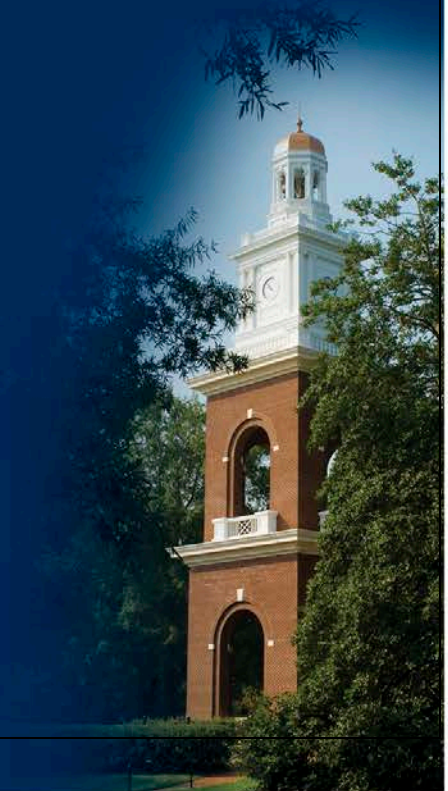
Performance Evaluation: EWP Parts V-IX

- Due to Human Resources mid-October each year
- Must be completed for all non-probationary classified employees
(NOTE: Interim or Six-Month Probationary Form
can be substituted for probationary employees.)
- Human Resources must enter all scores into the Personnel Management Information System in Richmond .



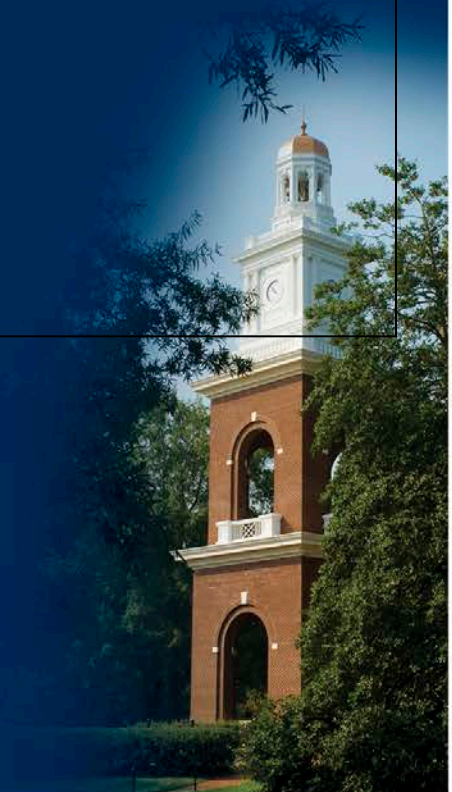
Preparing the Evaluation

- Assemble notes gathered during the year
- Extraordinary , Improvement Needed forms, or Written Notices, if any
- Interim evaluation, if any
- Self assessment completed by employee
- Input from other supervisors
- No surprises please!
- Consider the entire year's performance



Self Evaluation Formats

- Employee Self-Assessment Form
- Other form as designated by supervisor
- Narrative



Information to Include

- How core measures were met
- How performance factors were met
- Accomplishments during the rating cycle
- Problems during cycle that prevented measures to be met
- Circumstances beyond employee's control
- Year-end learning accomplishments



Completing the Evaluation Form

- Rate each core responsibility and make comments
 - Consider “Measures” and how well employee performance against them
 - Be consistent across the board
 - Develop criteria at beginning of cycle so rating not clouded by individual
- Comments are recommended on all
 - Keep comments on performance behaviors, not individual
 - List only relevant information
 - Watch tone (get reviewer perspective or other supervisor)
- Rate each performance factor
- Take note of changes needed on the employee’s EWP

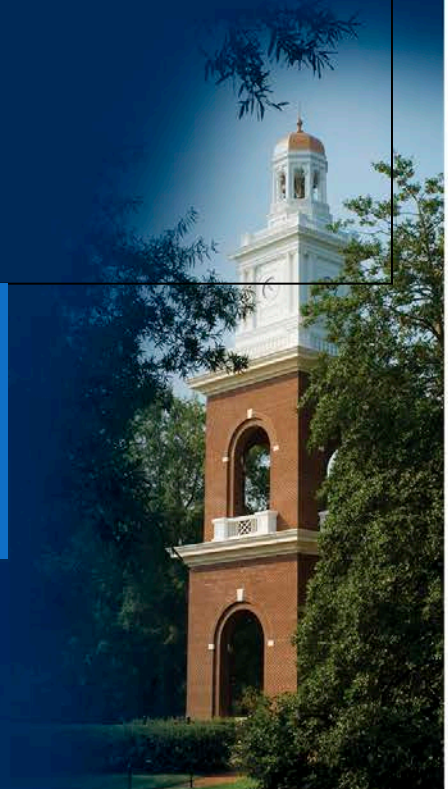


Completing the Evaluation Form

Assign overall rating

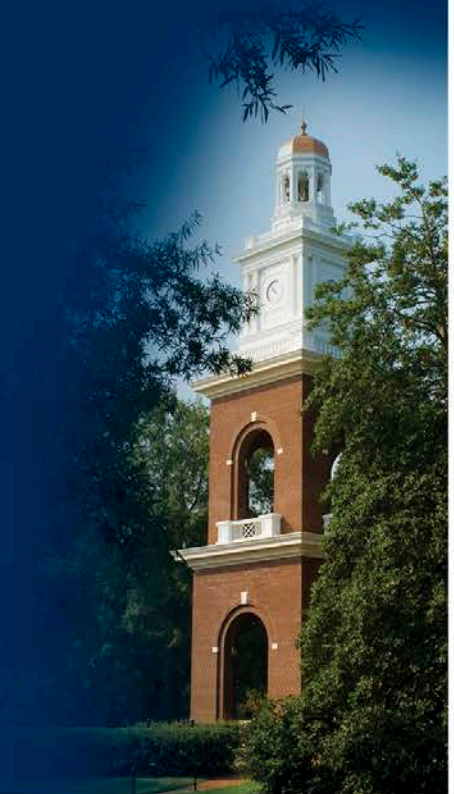
- Consider rating for each responsibility
- Consider performance factors

NOTE: Must have at least one “Acknowledgement of Extraordinary Contributor” for overall rating of Extraordinary; or at least one “Improvement Needed” or Written Notice for overall rating of Below Contributor



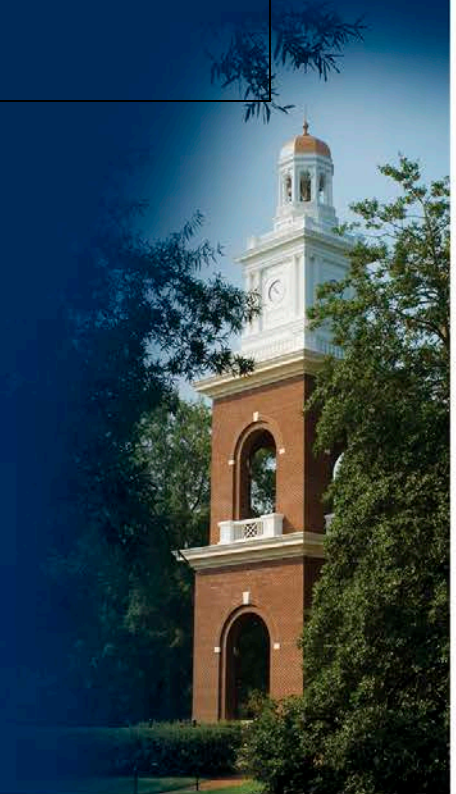
Extraordinary Performance

- Document using the “Acknowledgment of Extraordinary Contribution” form
- Must be given during the cycle



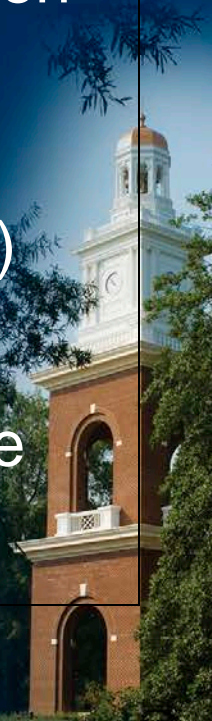
Substandard Performance

- Document using the “Notice Of Improvement Needed/Substandard Performance” form
- Written Notice Form
- Must be given during the cycle



Completing the Evaluation Form

- Attach Acknowledgement of Extraordinary Contribution and/or Improvement Needed or Written Notice forms, if any
- Sign and complete supervisor's comments (if any)
- Have the reviewer sign **BEFORE** presenting to the employee.



Performance Management Personnel Changes



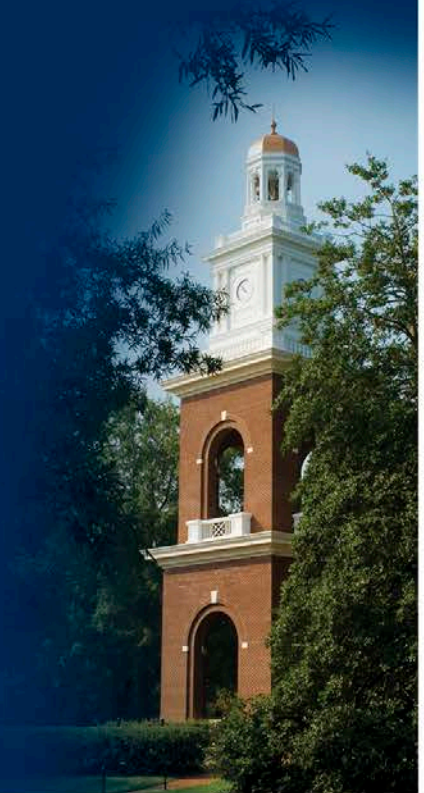
- Before you leave a supervisory position – interim evaluations should be made available to incoming supervisor
- New supervisor may make changes to the EWP
- If after 6 months into the performance cycle an employee goes to a new position in the same or different state agency with a new supervisor – an interim evaluation should be completed and provided to the employee.
- Current supervisor is responsible for completion of the annual evaluation for that cycle.



Special Circumstances

Probationary Period:

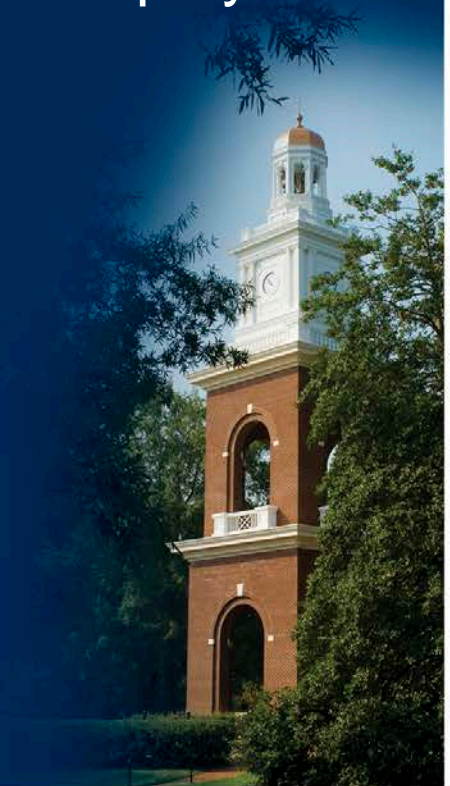
- ☒ New employee – one year
- ☒ Interim evaluations minimally at 6 months and few weeks before the end of probationary period
- ☒ Period extension – eighteen (18) months
- ☒ No grievance rights during probationary period
- ☒ Below Contributor Performance Process not required during this period



Overall Below Contributor Rating at Evaluation: (consult with Human Resources)

State requirements:

- Develop a performance plan & present to the employee
- Re-evaluate the employee in 3 months
- Employee may seek transfer or demotion
- Options/Actions



Performance Evaluation Session- Preparation

Prior to meeting, supervisor has:

- Reviewed the employee's EWP, notes from throughout the year, interim performance evaluations
- Given the employee a chance to complete a self-assessment (at least 2 weeks)
- Reviewed and considered the self-assessment if it was submitted



Performance Evaluation Session- Preparation

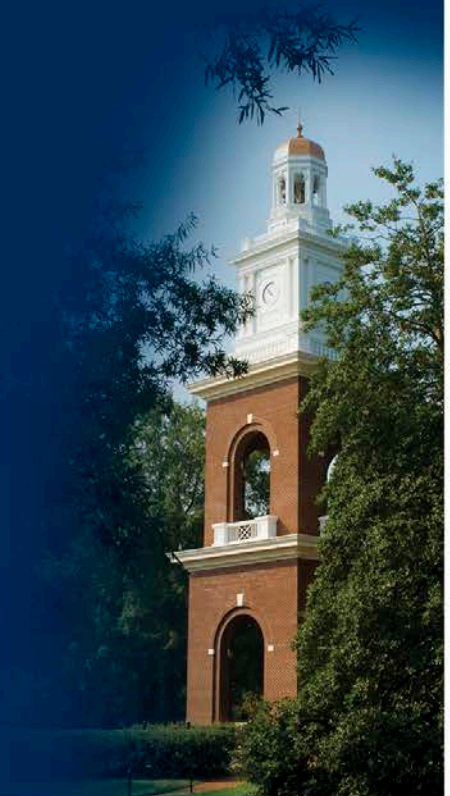
Employee should:

- Review description of his/her job
- Review notes on his/her performance from the year
- Complete performance self-assessment and submit to supervisor
- Anticipate questions



Maximize Performance Feedback Results

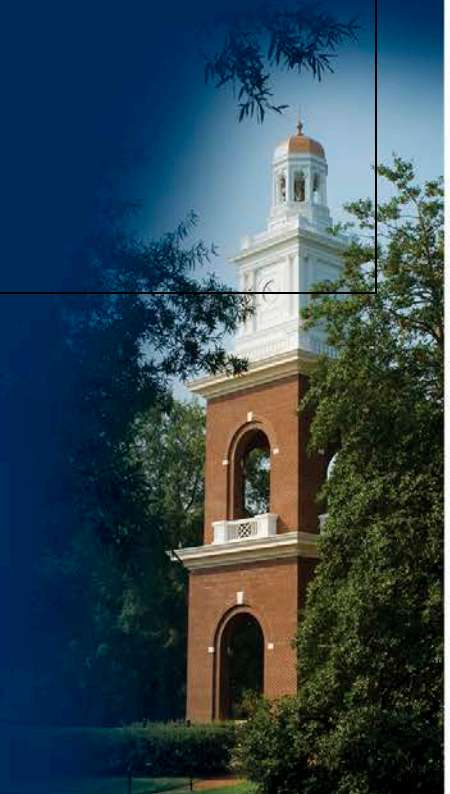
- Deal with performance-not personalities
- Use Active Listening skills
- Listen more than you talk



Discussing the Evaluation

Schedule the evaluation meeting with employee

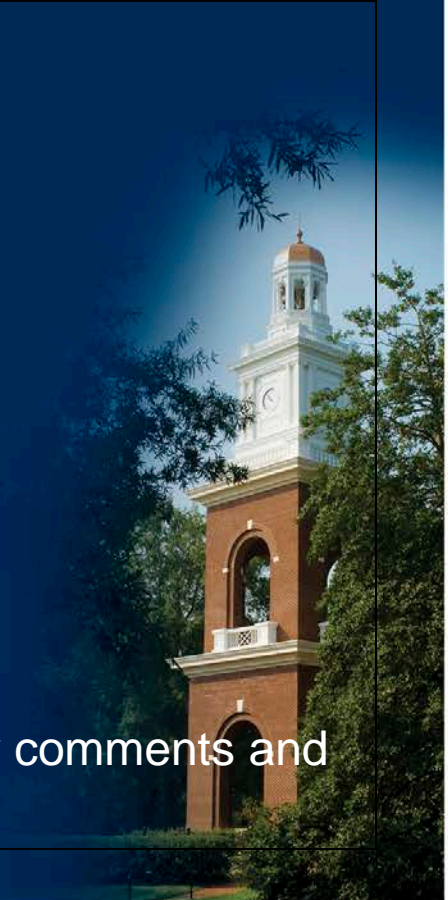
- Reserve private location
- Arrange for uninterrupted time



Discussing the Evaluation

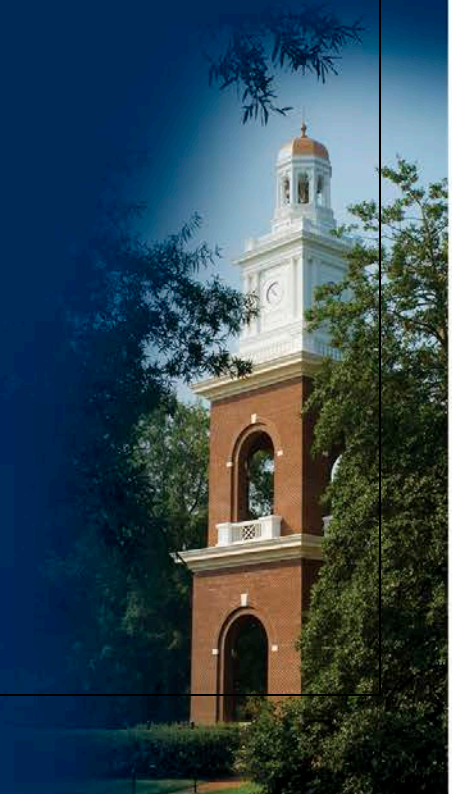
PUT ON YOUR COACHING HAT

- Discuss overall perception of year
 - What worked well (Successes),
 - What might need to be changed
 - What value about employee
- Go over each core responsibility
 - Share your observations and comments– be specific
 - Allow employee to share his/her comments
 - Listen and note any differences in opinions
 - If differences, let employee know will consider his/her comments and let know if changes are made.



Discussing the Evaluation

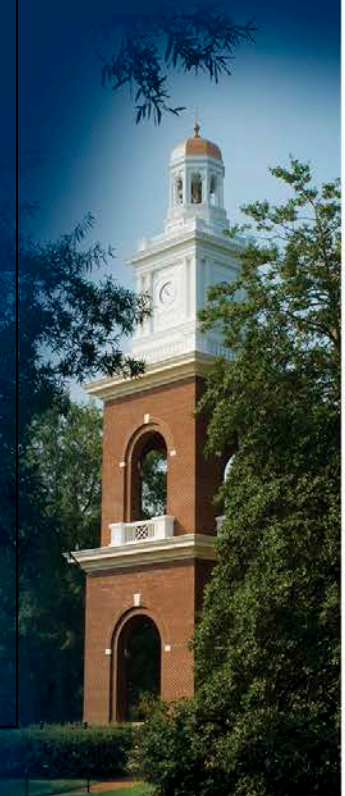
- Summarize the Evaluation
- Discuss new EWP
 - What is the same and what is different
 - Special Projects
 - Performance Measures
- Agree on Development Plan
 - On-the-job learning
 - Formal training needed
- Ask what you can do different this cycle
 - Supervision time
 - Method of instructions



Closing the Performance Evaluation Session

After discussion and making any necessary changes
(may take more than one session):

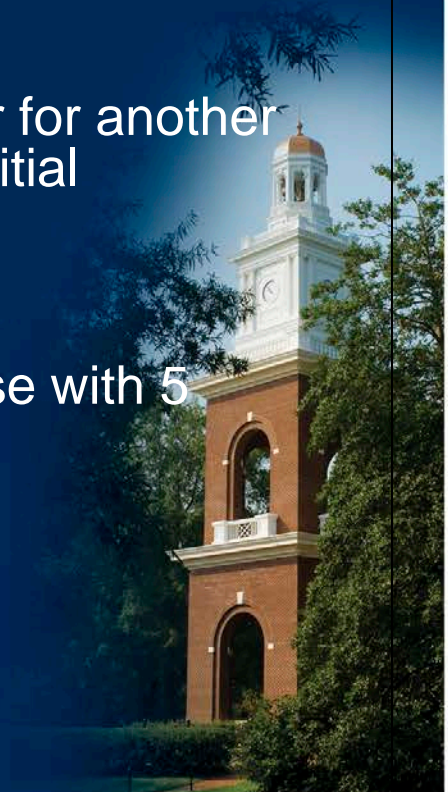
- Have employee sign original form
- Send original signed form to Human Resources, give copy to employee and keep copy in supervisor's file



Appeals Process for Performance Evaluations

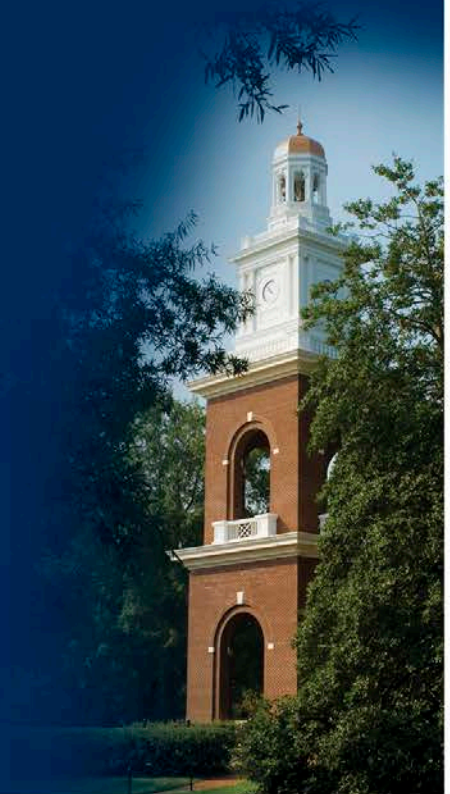
If employee disagrees with evaluation:

- Employee should discuss the issue with supervisor
- If not resolved, employee may appeal to the reviewer for another review of the evaluation, within 10 workdays of the initial performance meeting
- Reviewer should discuss appeal with supervisor
- Reviewer should provide employee a written response with 5 workdays



Key Aspect of “Top-Notch” Coach:

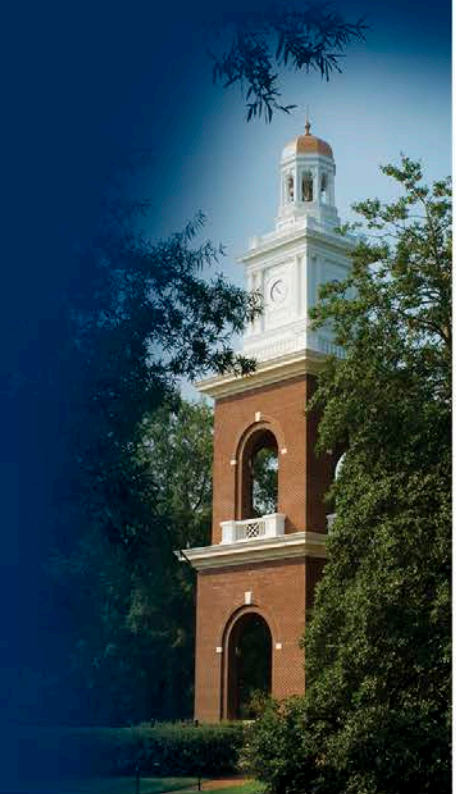
“the ability to bring out the best in each of his/her team members”



Thank you!



*Your contributions make
a difference*



Employee Work Profile (EWP)

- Performance Planning -

Tips and Best Practices

1. PART I –Position Identification Information

- Review this section of the EWP to ensure that all information is accurate and up to date.

2. PART II – Work Description

- Carefully review and re-evaluate this section every year!
- Make modifications as necessary to meet your objectives

Employee Work Profile (EWP)

- Performance Planning -

Tips and Best Practices

3. Performance Plan

- Define the Core responsibilities (19)
- Define the measurements (20) and ensure that they are
 - a. Measurable (quantitative and qualitative measures)
 - b. Attainable
 - c. Aligned with the goals of your department and the University.
 - d. Linked to a specific rating (i.e. 10-20X= contributor)
- Review the goals with your direct report.
- Ask for any reservations or concerns.
- Work to reach and agreement.

Employee Work Profile (EWP)

- Performance Planning -

Tips and Best Practices

Types of measurements

- > than “X” **# Completed** = Extraordinary Contributor
- > than “X” **Non-Conformities** = Below Contributor
- **Completed by “X” Date** = Contributor
- **Average:** %, complaints, survey rating, etc...

Employee Work Profile (EWP)

- Performance Planning -

Tips and Best Practices

Other measures:

- Percentages (completion, accuracy, deadlines met, etc)
- Number of customer complaints
- Issues resolved without supervision
- Specific response times for actions
- Act Independently
- With minimal supervision
- Well researched and documented decisions
- Current records on all cases
- Maintain current working knowledge