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
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
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
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 within 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
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
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.
Types of measurements

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