

# MAXIMIZING THE USE OF HUMAN RESOURCE

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# PERFORMANCE APPRAISAL DEFINED

- Performance appraisal is the method managers use to assess and gauge an employee's performance by comparison to a set of predetermined standards.
- Results are documented
- Provide feedback

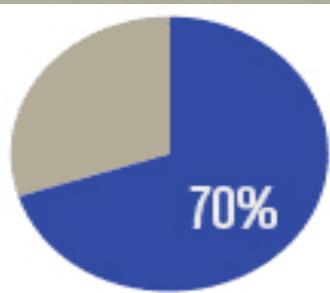


# POSITIVE RESULTS TO EXPECT

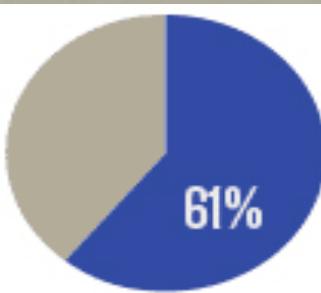
Supervisor

Employee

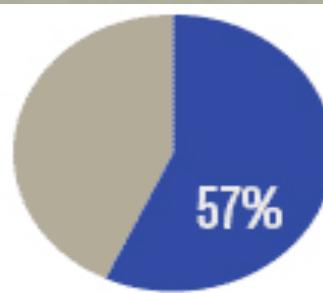
Organization



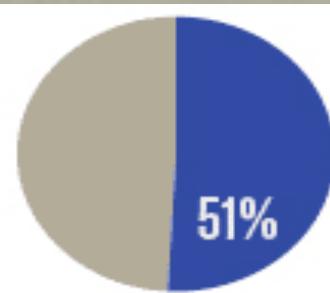
Improved  
Work  
Performance



Improved  
Business  
Management



Improved  
Time  
Management



Improved  
Team  
Effectiveness

# PRE-APPRAISAL ACTIVITIES

- Set Date & Time
- Gather Information
- Review Employee Self Review
- Understand Employment Law



# WHAT CAN GO WRONG?



- Avoid Evaluation Flaws:
  - Halo Effect, Horns Effect, Recency Error, Cookie Cutter.
- Employee Behaviors
  - Defensive, Angry, Unresponsive

# HANDLING EMPLOYEE BEHAVIORS

## Handling Employee Behaviors

Defensive or Makes Excuses	<ol style="list-style-type: none"><li>1. Listen to what the employee has to say and paraphrase back. Remain neutral. Maintain eye-contact.</li><li>2. Don't solve the problem.</li><li>3. Ask for specifics with open-ended questions.</li><li>4. Try to determine the cause: "Tell me more." "How did you reach that conclusion?"</li><li>5. Ask how the employee will resolve the problem.</li></ol>
Angry	<ol style="list-style-type: none"><li>1. Stay calm and centered. Maintain eye-contact.</li><li>2. Listen to what the employee has to say and paraphrase back.</li><li>3. Let the employee "run down" for as long as s/he needs until the employee can listen to you.</li><li>4. Avoid arguments.</li><li>5. Bring discussion and focus back to performance and standards.</li><li>6. Say the employee's name, and ask open-ended questions.</li></ol>
Unresponsive or Withdrawals	<ol style="list-style-type: none"><li>1. Be patient and friendly.</li><li>2. Show concern.</li><li>3. Stay silent, and wait for the employee to say something.</li><li>4. Ask open-ended questions.</li><li>5. Note that the employee is unresponsive.</li><li>6. Encourage the employee that you want to hear his or her input, and this input is important to you.</li></ol>

# THE APPRAISAL STEP-BY-STEP

- Two Way Dialog
- Get rid of distractions
- Agreement
- Goal Setting and The Up Coming Year



# POST-APPRAISAL ACTIVITIES



- Write up the review
- Provide a copy
- Follow up

# COMPANY & EMPLOYEE GOAL ALIGNMENT

- Supervisor Role
- Employee Goals
  - Personal
  - Career
  - Educational
- Benefits of Career



# TEAM EVALUATIONS

- A Different Process
  - Team vs. Individual
- Basic Similarities
  - Team = Individuals



# EFFECTIVELY ASSESSING TEAM PERFORMANCE

- The TEA Model
  - 4 Areas
  - 12 Components
    - Ex: Systematic Process
- Team “Self” Assessment



# STRATEGIES FOR TEAM ASSESSMENTS



- Frontloading
  - Team Leader
    - Short Training on Effective Teams
- Schedule
  - Frequency of Evaluation
    - One-month
    - Four-month
    - Quarterly

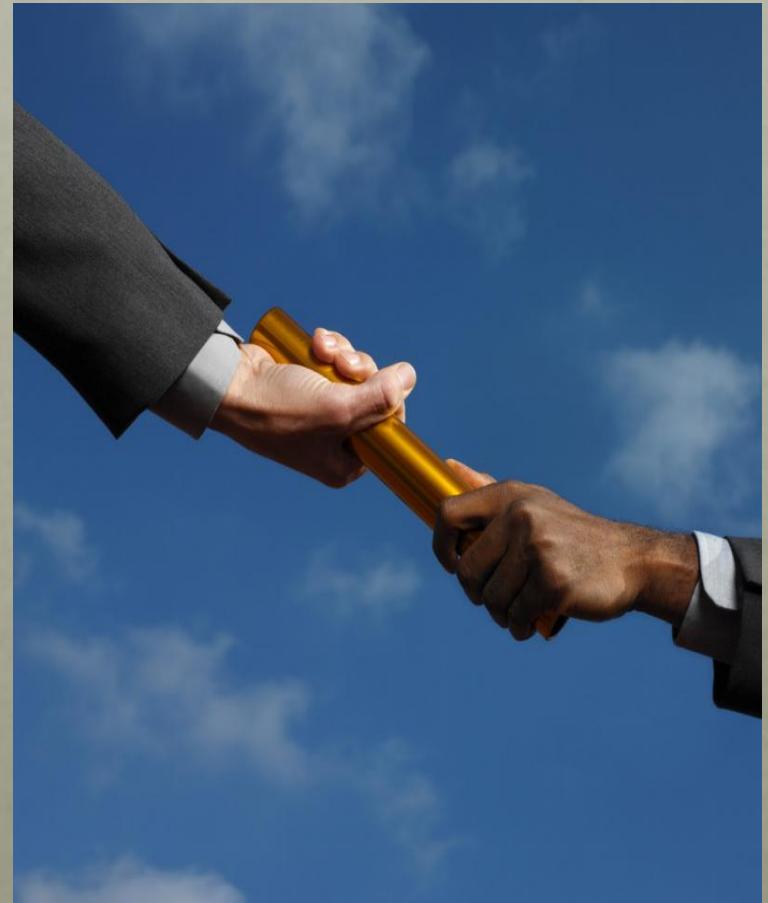
# TEAM PERFORMANCE VS. INDIVIDUAL PERFORMANCE

- The Extra Step
  - Individual vs. Group Contribution
- Evaluator Relationship
  - Mentor vs. Facilitator



# SUCCESSION PLANNING

- What is it?
  - Passing the Baton
  - Transition in Leadership



# WHY HAVE A PLAN?

- Why Have a Plan?
  - Decrease Vulnerability
    - The Wrong Person (or no person!) for the Job
- Career Planning and Employee Satisfaction
  - Where do I Stand?

# HOW IT CAN BE USED?

- Right Person, Right Role, Right Time
- Planning for Growth and Change
- Evaluation

# THE SUCCESSION PLANNING PROCESS



Prepare  
Assessment  
Profiles  
Plan  
Implementation  
Evaluation

# CONCLUSION & SUMMARY

- Appraisal Performance Review
  - Flaws to Avoid
  - Benefits
- Team Evaluations
  - The TEA Model
- Succession Planning
  - Choose a Team
  - Avoid split-second decisions



# IMPLEMENTING INDIVIDUAL AND TEAM EVALUATIONS

- Step One: What's The Purpose?
- Step Two: What Are We Evaluating?
- Step Three: Does it Make Sense?
- Step Four: What's Our Scale?
- Step Five: What Documents/Processes Will We Use?
- Step Six: Train
- Step Seven: Implement
- Step Eight: Compile Results and Evaluate
- Step Nine: Update Evaluation Processes Regularly