



PERFORMANCE EVALUATION

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Program Objectives

(1 of 2)



An understanding of the performance management system.



Awareness of the mechanics of how the program works.



An understanding of the general interpersonal dynamics involved in the performance appraisal process.

Program Objectives

(2 of 2)



Practice in conducting each of the components of an effective appraisal interaction.



Specific pointers about, and practice with performance problems.



An opportunity to plan how to transfer the training program skills back to the job.

Terms

Results



Measures



Objectives



Indicators



Goals



Preferred Results



Aligning Results



Weighted Results



Standards



Performance Gap



Manager's Responsibilities?

Goals

Objectives to achieve



Responsibility

To achieve these goals
through others cost-
consciously



Employees

Others who are deployed
to achieve these goals



Goal Setting Questions

How will this be measured?



What is to be accomplished?



When must it be achieved?



How will it be achieved?



Performance Evaluation

Goals Need To

Be quantifiable.



Have specific objectives.



Be challenging.



Be realistic.



Performance Goals

Performance goals need to...

Inform employees of the expectations they must meet.

Relate to specific duties.

Encourage employee development.

Be written, prioritized, and agreed upon by the manager and the employee.

Performance Evaluation

Rising To The Challenge

(1 of 2)

Accentuate the positive.



Put goals in writing.



Make goals challenging, yet attainable.



Check for compatibility.



Set up yardsticks.



Target.



Rising To The Challenge

(2 of 2)

Have perspective.



First thing's first.



Review and revise.



Focus attention.



Chart progress.



Give rewards.



Four Benefits



1

Focuses on results rather than behaviors and attitudes.

2

Aligns organizational activities and processes to organizational goals.

3

Encourages an ongoing, system-wide view of the organization.

4

Produces meaningful measurements.

II Additional Values

Optimizes organizational operations since goals and results are closely aligned.

Performance reviews focus on contributions to organizational goals.

Supports ongoing communication, feedback and dialogue between employees and supervisors.

II Additional Values

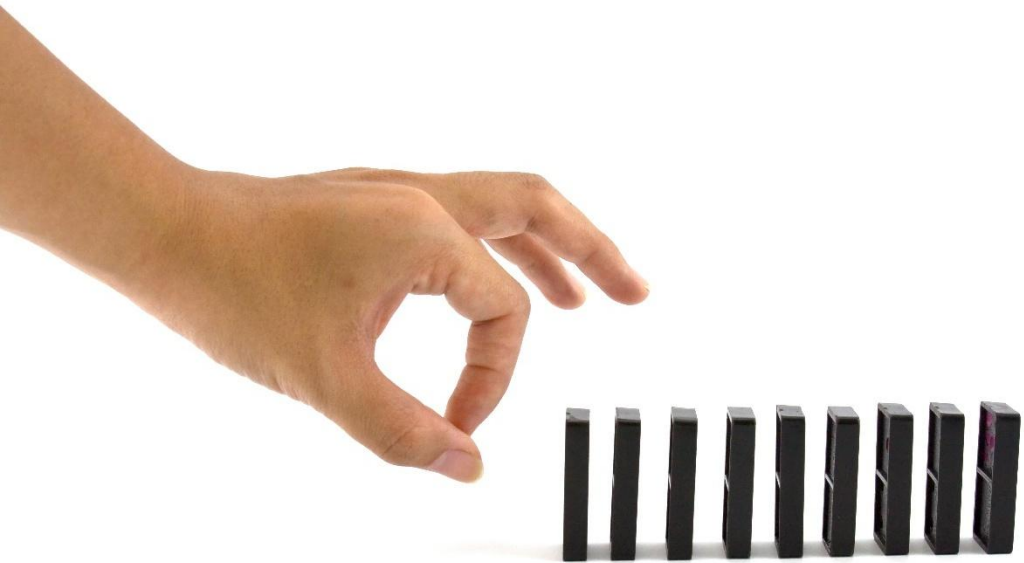
Encourages a focus on the needs of others (internal and external).

Produces specificity in resources and commitments.

Redirects a bottom-up approach to a top-down alignment.

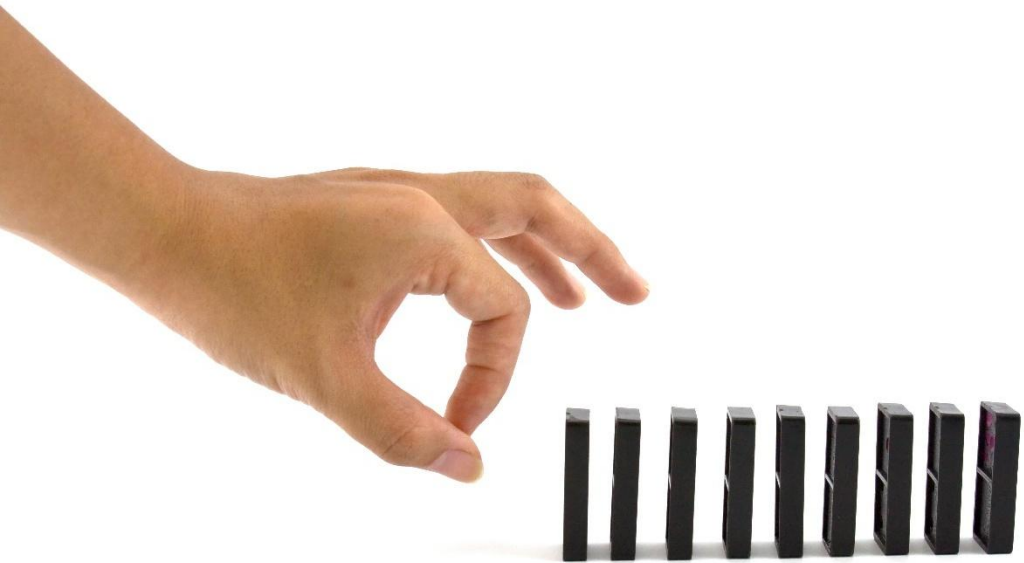
Ensures that performance is viewed as ongoing versus a one-time annual task.

8 Effective Ground Rules



- 1 Minimize the authorization characteristics.
- 2 Maintain full and open two-way communication.
- 3 Preserve the self-esteem of the employee.
- 4 Ensure that the performance appraisal process is continuous.

8 Effective Ground Rules



- 5 Be specific.
- 6 Avoid comparison with the employee's peers.
- 7 Focus primarily on one of three components (goals, counseling, and appraisal).
- 8 Follow through on commitments.

Personal Performance Contract

Benefits (1 of 2)

Opportunity to view the job from viewpoint of the manager and employee.



Method to identify and agree on priorities.



Format that allows continual concentration on objectives.



Personal Performance Contract

Benefits (2 of 2)

Chance for the employee to see the “big picture”.



Clearer focus on those issues that require a solution.



A means to pinpoint accountability (Who will do what by when?).



Work Plan Chart

Step 1: Written Communication

- The employee and supervisor each fill out a work plan.

Step 2: Oral Communication

- The two parties meet to discuss and exchange.

Step 3: Written Communication

- A six month plan is agreed upon, and a copy is given to each party.

Step 4: Oral Communication

- A regular checkpoint meeting is set up (formal coaching).

Development Plan

(4 Steps)

Written Communication:

Dates are set for regular checkpoint meetings.

4

Performance Evaluation

Self-Esteem

(1 of 2)



People who feel good about themselves produce good results.

People who produce good results feel good about themselves.

Leaders need to have high self-esteem.

Preparing for the Appraisal

(1 of 2)

Exercise

Select a member of your team.



Identify objectives/highest priorities.



Evaluate job performance versus expectations.



Describe specific accomplishments.



Preparing for the Appraisal

(2 of 2)

Exercise

10 minutes to prepare

10 minutes to share with your partner

Types of Appraisals

(1 of 7)

Result-oriented.



Process-oriented.



Employee Comparison.



360-Degree Appraisal.



Satisfied With Performance Management?



A 2016 survey reported that only 10% of HR professionals were "very satisfied" with their performance management systems!

Why Are Appraisals So Difficult For Managers?

Managers find many appraisal methods (forms and rating systems) cumbersome.

Managers often feel a lack of control over the process.

Often, the connection between reviews and rewards is weak or nonexistent.

Why Are Appraisals So Difficult For Employees?

Few of us enjoy hearing about our shortcomings.

Work today is more team-oriented and less individualistic, so each employee's performance is heavily dependent on others'.

Appraisals are often not accurate.

Legally Defensible Performance Do's

Do establish specific job objectives for employees, and make them clear in advance.

Do evaluate behaviors and traits that are job-related only.

Do base reviews on objective criteria as much as possible.

Do conduct reviews regularly and frequently.

Legally Defensible Performance Don'ts

Don't evaluate based on an employee's perceived "attitude" – stick with facts and specific behaviors.

Don't speculate about why an employee displays a certain behavior – concentrate on the behavior and results of the behavior.

Don't discuss personal matters in a performance review, if possible.

Tailor Your Appraisal System to Your Organization

(1 of 2)

Reviews must be designed in the context of the individual organization.

Review systems must remain adaptable to shifts in business strategy and structure.

Tailor Your Appraisal System to Your Organization

(2 of 2)

Many performance review systems were created when organizations were hierarchical – this has questionable relevance in today's flatter organizations.

In flatter organizations, career progression is more limited, and rewards are more flexible.

10 Common Job Quality Complaints

(3 of 4)

Having to do tasks that aren't part of the job.

6

7

Juggling conflicting tasks/duties.

Dissatisfaction with income.

8

10 Common Job Quality Complaints

(4 of 4)



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