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The background features a stylized illustration of a building with a central tower and arched windows, rendered in light blue and white. To the left, a large wheel-like structure is partially visible. The upper right portion of the image is filled with diagonal stripes in yellow and light blue, suggesting a bright sky or sun rays.

# The Keys to a Successful Performance Evaluation Process

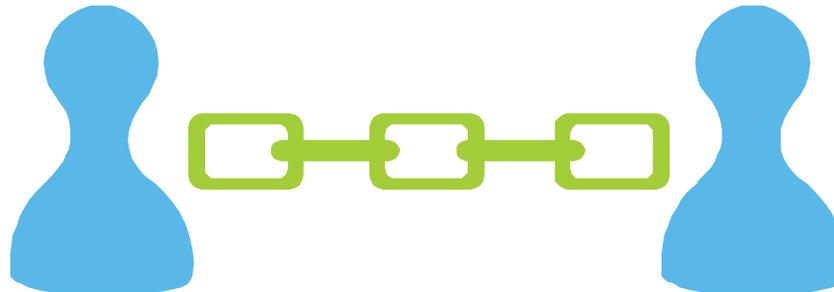
# Purpose of Training

- To review the importance of an effective performance management system
- To learn how to prepare for and conduct an effective performance evaluation meeting with employees
- To provide an overview of the County's performance development tools



# Performance Management is the vital link between strategies and outcomes

- One of the most important managerial duties is to evaluate employee performance
- In a service environment, employees are what we are “producing”



# Purpose of Performance Management

- To improve organizational and individual performance
- For administrative decision making (compensation, promotion & employment)
- To ensure compliance with Agency policies and procedures for assessing performance & competency
- For developmental objectives (identify training needs, coaching/career planning, & cultivate continuous improvement)



# Performance Evaluations for 2020

- The COVID-19 Pandemic has impacted how we operate
- Performance evaluations are especially important this year despite the fact merit increases won't occur due to wage freezes necessitated by impact of the pandemic on the budget
- The Commissioners have approved providing additional Personal Days for employees for 2020 in lieu of merit increases; Appointing authorities may opt to participate in the program
- Employees who receive an overall score of "Exceeds Expectations" may receive two additional Personal Days
- Employees who receive an overall score of "Meets Expectations" may receive one Personal Day



# Supervisor/Manager Responsibilities

- Identify duties/performance standards and competencies for each job
- Collect, measure and document performance data year round
- Conduct face-to-face discussions and ensure ongoing communication
- Identify strengths, development plans, & set goals and objectives



# Human Resource Assistance

- Provide training to managers on performance management and system tools
- Provide on-going guidance to managers as requested through the process of performance improvement plans
- Review & maintain appraisal system tools



# The Employee's Role

- Ask questions of their supervisor about their performance
- Play an active role in identifying and mapping out the goals
- Embrace the process
- An employee should complete their self-evaluation prior to the scheduled meeting



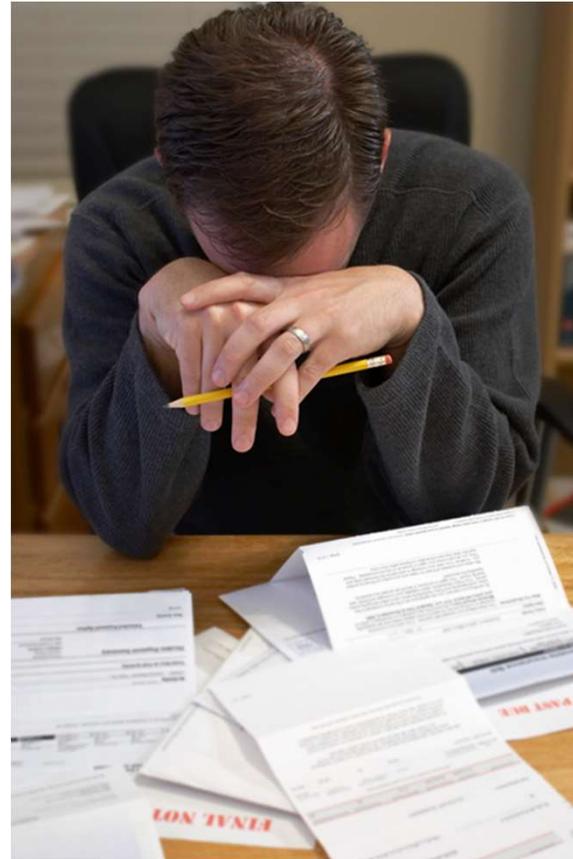
# Key Purposes of Performance Evaluations

- Documentation to:
  - Recognize, reward and improve performance.
  - Provide a record for decision making (compensation, promotion, termination)
- Guidance to:
  - Provide focus and alignment of unit and personal goals to the Department's strategic plan
  - Determine development and training needs
  - Facilitate career planning
- Motivation to:
  - Improve performance, change behavior, challenge a high performer
  - Keep lines of communication open
  - Build relationships between employees and manager



# *PERCEIVED* Drawbacks of Performance Evaluations

- Subjective
- Time consuming
- Contradictory
- Negative
- Too little, too late
- Unfocused, ineffective



# Some Do's and Do Not's

## Do

- Make sure the employee knows the criteria for evaluation
- Be familiar with the employee's performance
- Make it an on-going process
- Point out at least one behavior that is performed well
- Honor and respect the process
- Allow ample time for the process
- Refer to the evaluation results for promotions and discipline

## Do Not

- Push aside the process in busy times
- Be unclear or vague
- Omit comments/narrative
- Wait until the last minute
- Focus on recent behavior alone
- Focus only on areas of improvement
- Ignore goal setting
- Inflate the rating due to personal relationships or fear of honest feedback



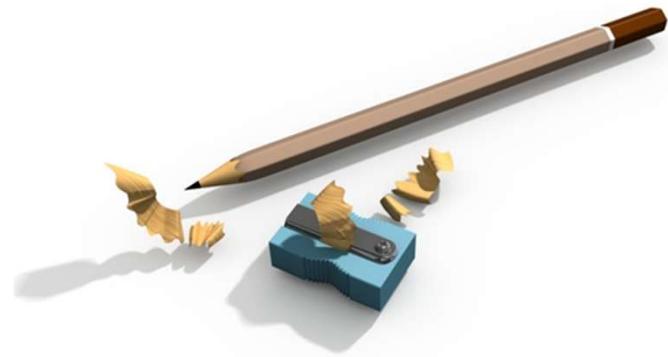
# Why do a Special Review?

- New employees may need additional coaching and mentoring
- The annual review indicates areas needing improvement
- Reorganization of staff
- Employee requests one
- Disciplinary action



# Conducting Evaluations

- Prepare
- Avoid rater errors
- The evaluation discussion
- Provide performance feedback



# Prepare...Performance Review Checklist

## Do you know your employee?

- Length of service
- Date of last promotion
- Experience and educational level
- Current projects employee is working on
- Career goals

## Interview checklist: Do you have?

- Employee job description
- Attendance records
- History of employee's training
- List of training courses available and appropriate for this employee (if appropriate)
- Previous performance appraisal documents

- Completed performance appraisal form
- Recent examples of employee's work (if appropriate)
- Examples of work problems you want to discuss (if appropriate)
- Other items appropriate to this employee

## Are you ready? Have you:

- Notified the employee of the interview time? Give the employee at least one or two weeks' notice.
- Reviewed your ratings with your supervisor/manager before the interview?



# Avoid Rater Errors

- Central Tendency
  - Rate all employees as average
- Contrast Errors
  - Compare employees
- Halo
  - Rate based upon one positive characteristic
- Horn
  - Rate based upon one negative characteristic
- Rater Bias
  - Bias against an employee or a group
- Recency
  - Use only recent events to judge performance



# The Evaluation Discussion

- Ensure performance evaluation tool and all related forms are complete and accurate
- Schedule a time convenient for both you and the employee
- Establish a quiet, private location for a face to face discussion
- Ensure that you will not be interrupted



# Provide Performance Feedback

- *Open* discussion on a positive note
- Offer specific examples of work behaviors and work product (desirable and undesirable)
  - Situation/Task
  - Action
  - Result/Outcome
- Be open and LISTEN
- Clarify and paraphrase
- Agree on a plan and state consequences if necessary
- *Close* discussion on a positive note



# 5 Attributes That Distinguish Effective Performance Reviews

- **User-friendly tool**
  - Supervisors don't struggle with the categories
  - Allows constructive dialogue that is centered on the most important behaviors and the most desired results
- **No Surprises**
  - Don't "save up" feedback. Discuss as it happens
  - Use a performance improvement plan if necessary
- **Consistency across the organization**
  - Be true to the performance of the individual
  - Use the parameters and guidelines of the tool to help be consistent



# 5 Attributes That Distinguish Effective Performance Reviews

- Scrupulous honesty
  - No “white lies.” Employees need to know where they stand
  - While being honest, don’t be excessively negative. Include positive aspects of their performance as well
- Forward looking
  - Don’t put yourself in the role of teacher handing out a report card and assigning ratings on a bell-shaped curve
  - See yourself as a coach striving to improve the employee’s future progress and satisfaction
  - Don’t treat the review solely as a rearview mirror. You need to also keep your eyes on the road ahead



# What Does Each Category Mean?

- **Exceeds Standards:**
  - Exceeds position requirements on a consistent basis, especially in difficult aspects of the job
  - Makes significant impact on key areas critical to achieving objectives of the department or the agency
  - Takes the initiative in setting and achieving challenging goals
  - Work is done thoroughly, completely and on time
  - This person requires only occasional supervision and follow-up
  - Demonstrates unusual creativity, initiative and/or innovation



# What Does Each Category Mean?

- **Meets Standards:**

- Fulfills all key assignments and completes work within allotted time frames
- Competent and produces a dependable level of performance
- Corrects errors quickly and does not repeat them
- Does not spend time on unimportant matters or neglect priorities
- Requires only normal supervision and follow-up



# What Does Each Category Mean?

- **Partially Meets Standards:**
  - Some parts of objective, or some anticipated steps were accomplished, but improvements in quality, quantity and/or timeliness are still required
  - Most minimum requirements are met
  - At times, coordination with others results in confusion, mistakes, lowered production, or negative impact to customers
  - Cannot depend upon person to complete assignments, and needs some pushing and fairly close supervision to get the job done



# What Does Each Category Mean?

- **Does Not Meet Standards:**
  - Quality, quantity or accuracy of results are significantly and/or consistently below those expected for employees at similar levels of experience
  - Creates a morale problem because others have to carry the workload
  - Does not inform management of problems encountered
  - This person does not have the drive or the skill to do the job
  - The poor quality and/or quantity of work delays the work of others in the department and/or negatively impacts the service to customers
  - Errors are significant and/or repeated



# How to Answer the “Acceptable Attendance” Question

- There is no scientific formula to answer this question
- Review the amount of leave and any pattern that may exist
- Attendance can be UNACCEPTABLE even if the occurrences were approved and within the agency guidelines
- How did the absences impact the team?



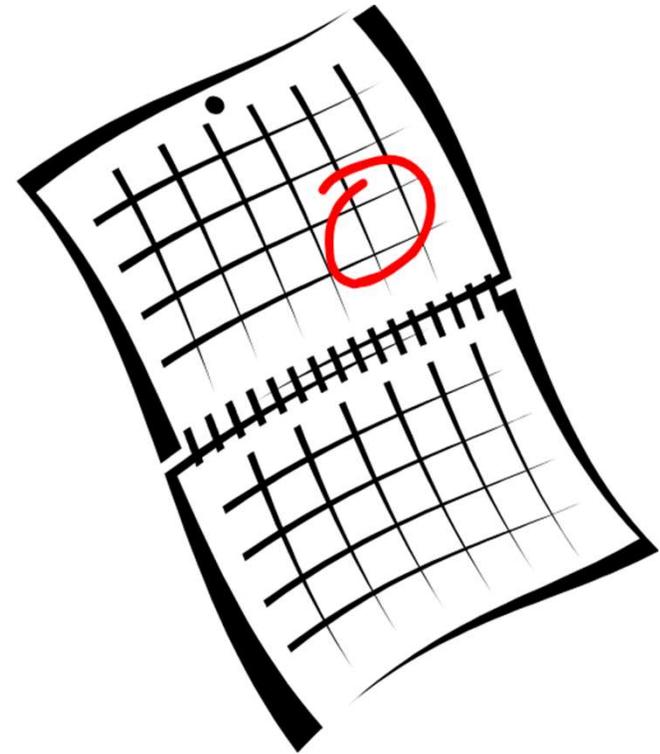
# Goal Setting

- A critical part of the process
- Relate individual goals back to the unit/department/agency goals when appropriate
- Let this section be “about them”
- Employee goals do not need to be shared with the unit
- Employee must play an active role for this to be successful



# This is an On-going Process

- The process needs to be at the forefront of our minds throughout the year
- Don't wait until November to begin



# Checks & Balances of the System

- Before the employee meeting, all supervisors should submit completed evaluations to their manager for review and approval
- Employees complete a self-evaluation before meeting with their supervisor
- Meet face to face with your employee



# Be Comfortable Offering Honest Feedback

- **Cardinal Rule - There should never be any surprises**
  - Know and articulate performance expectations through good goal setting and coaching and mentoring
  - Measure goal progress on an ongoing basis utilizing structured supervision
- **Monkeys on Your Back & Elephants on the Table**
  - Identify what makes you uncomfortable about giving honest feedback
  - Remove these barriers and confront them
- **Making Honest Feedback a Win/Win Exercise**
  - Be willing to, and do, listen
  - Operate from the premise that subordinate wants to do great deeds and grow
  - Help them towards long term career goals
  - When necessary, be comfortable with counseling 'out'



# Thank You

- Please contact Human Resources if you have questions or need assistance with the Performance Evaluation Process

