Annual Performance Evaluations 2017

Presented by:
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Overview of Today

- The Performance Evaluation Form
- Performance Evaluation Supplement Form
- The Performance Evaluation Meeting
- Considerations
- Review
- Q & A
The Performance Process

1. **Set Objectives and Standards**
   - **April**
   - **March**
2. **Observe Performance**
3. **Document Performance**
4. **Annual Evaluation**
5. **Revise Objectives & Standards**

[Diagram showing the process flow]
Time Line

- **Draft to Reviewer** – Prior to evaluation meeting with employee
- **Evaluations Conducted in March**
  - Forms on CSM web page:
    - [http://inside.mines.edu/Performance_Management](http://inside.mines.edu/Performance_Management)
- **Evaluates previous 12 months**
- **Next Step**
  - April 2017 build the 2017–18 performance plan
Timeline

- May 1 – Report issued to President of Performance Evaluations not received in Human Resources
- July – Report of Performance Evaluations sent to Colorado Department of Personnel and Administration
- July – Upload performance ratings to State’s database
- Statute mandates penalties for not completing
- Potential loss of a day or more pay
Performance Evaluation Form

- Let’s look at the evaluation and supplement forms
- Parts
- Signatures

http://inside.mines.edu/UserFiles/File/hr/Performance%20Mgmt/Performance%20Management%20Eval%20Form%202016-17-2_ASedits.docx
State Personnel Rules require a narrative

- Check Annual
- Complete narrative for the Core Criteria
- Complete narrative for each IPM

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- Be descriptive, reference facts – observations as much as possible
- Focus on whole year – but don’t omit items of significance
Supplement Form

- Overall / Developmental / General Comments
  - Overall = summary of the year
  - Developmental = possible future activities/training or professional development
  - General Comments = last observations, can be evaluative but can also be general statements
Parts of a Performance Meeting

- Preparation – including prior review of draft by reviewer
- Starting the Meeting
- Meeting Sequence
- Importance of Communication
- Closing
Preparation

‣ “Homework” the **supervisor** must do before the review session.

‣ Specifically:
  – Review the performance objectives and standards
  – Review performance logs, notes, calendars, etc.
  – Assess performance on objectives
- Complete the evaluation form *(in draft – to reviewer)*
- Complete the supplement form (possibly to reviewer)
- Schedule the appraisal session with the employee

  No interruptions  Private

- Provide the employee with instructions *(prior to evaluation meeting)*

  What do you want the employee to do to be prepared for the meeting?
Starting the Meeting

- Supervisor’s verbal and non-verbal behaviors during the first few minutes of the performance evaluation session
  - Show concern for the physical setting
  - Express concern for employee comfort
  - Convey warmth and receptiveness

- More formal if performance concerns exist
Sequence

Tell the employee how the meeting will proceed

Who goes first?

What are your expectations for the employee’s participation?

  Review the performance plan, assess each objective, exchange perspectives, arrive at evaluation

  Ask employee for self-evaluation on each objective ...

  Provide supervisor’s evaluation on each objective ...

No one correct way to proceed – focus on communicating
Importance of Communication

- Talk and discuss – don’t lecture
- Exchange of information is important
- Obtain a common understanding
It’s More Than What You Say

- Supervisor actions
  - Relaxed physical posture
  - Natural physical gestures
  - Verbal statements that confirm and follow what the employee said
- Exception – formal can be O.K.
- Pay attention
Encourage Communication

- Verbal invitations
  - What more can you say?
  - Please expand on that.
  - Please give me an example.

- Non-Verbal – Active listening
  - Head nods
  - Leaning forward
  - Eye contact
Communication

- **Summarize** – briefly restate thoughts and conclusions
  - Assures shared understanding
  - Conveys that supervisor is listening

- **Clarify** – non-accusatory invitations
  - I’m confused
  - I’m not sure I understand
  - I lost you there

- **Don’t accuse**
Primary reason for performance evaluation

- Describes behaviors and outcomes
- Identifies specific examples
- Addresses previously agreed upon objectives and standards
- Includes growth and education needs
Close the Meeting

- Brief overall summary or restatement
- At the conclusion of the meeting, the employee should have the following information:
  - Past performance
  - Understanding of what’s next
    - (suggest asking employee to begin thinking about next performance plan content)
Other Closing Thoughts

- Areas of disagreement *(How will these be resolved?)*
  - Appeals – *dispute resolution form* – *must tell employee where this is or give form – best to provide if there is any disagreement*
  - Consult with HR
Complete the Forms

- Review your agreed upon notes
- Adjust your draft to reflect your meeting discussion
- Record employee’s performance ratings
  - Include comments / Based upon agreements reached
- Complete the supplement form

**Overall Rating – *be sure to do this!***

- Send to Reviewer for signature
Summary – Meeting Checklist

- Arrange for comfortable, private setting – **NO INTERRUPTIONS**
- Put employee at ease
- Provide framework for conducting meeting
- Encourage discussion
- Listen carefully to employee statements
- Give relevant feedback -- seek solutions
- Summarize and close -- identify agreement, disagreement, and future directions
Next Steps -- Planning

- Consider scheduling initial planning meeting
- Ask employee to consider development opportunities and alternatives
- Consider department objectives and link to strategic plan – how will these fit with next year’s plan?
- Begin to establish performance targets
- 2017–18 Plans must be completed by April 30
End Notes ...

- Detailed Performance Management Plan on HR web page – Performance Management link
- Deadlines are based in **Colorado Statute and State Personnel Rules**
- By end of April – complete next cycle’s performance plan objectives and standards
Thank you