

# Performance Appraisal System

Overview for Managers and Supervisors

# Performance Reviews



# Key Concepts and Goals

Create a performance appraisal system with values as its basis:  
**Openness, Caring, and Integrity**

## Key Concepts:

- ▶ Frequent and honest feedback
- ▶ Focus on staff development

## Results:

- ▶ Improved internal communication and collaboration
- ▶ Enhanced productivity and effectiveness
- ▶ Better & more efficient services to the community

# Coaching

- ▶ Set expectations in quarterly meetings
- ▶ Communication is a two-way street
  - ▶ What are we doing well
  - ▶ Evidence is greater than conversation
  - ▶ Explain motivations and goals (e.g., we need to perform to keep funding to maintain our service to community)
- ▶ Coaching chats should occur throughout the year and be quick

# Goal Setting



- ▶ Work with employee to set goals for the upcoming quarter/year

- ▶ Goals can be:

- ▶ Work -outcome related
- ▶ Project/program specific
- ▶ Development related

- ▶ Goals can:

**Enhance Motivation | Increase Accountability | Engage**

# SMART Goals

## Emanate from Vision and Mission

- ▶ **Specific.** Should be linked to one activity, thought, or idea.
- ▶ **Measurable.** Success, or progress can be tracked and measured
- ▶ **Achievable.** Should be possible to achieve, but challenging.
- ▶ **Relevant.** Should align with project and organizational vision.
- ▶ **Time-bound.** Should fall within a specific time-period.

# Evaluation System Basics

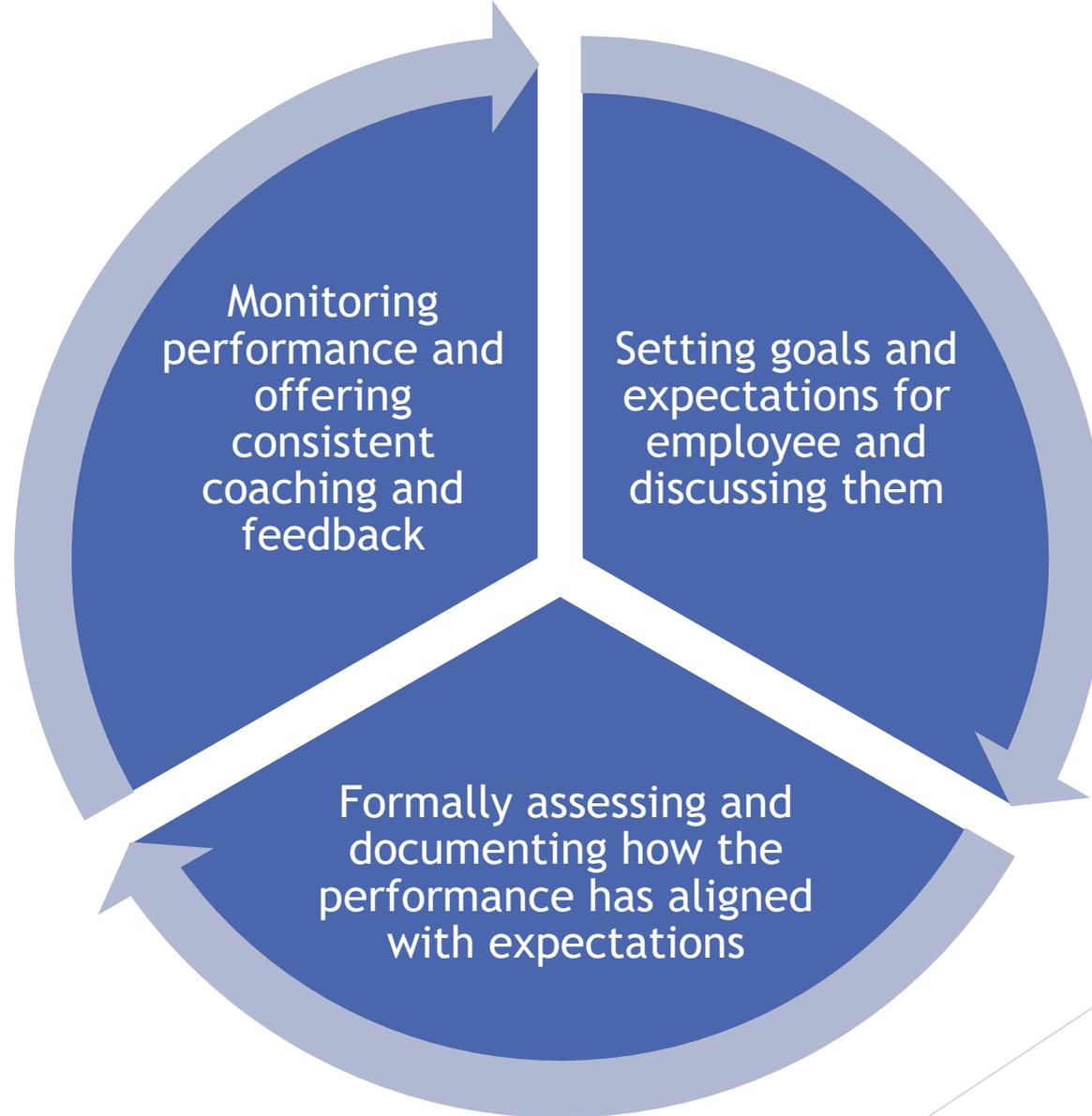
- ▶ Employees receive an annual evaluation on their anniversary
- ▶ Includes a self-evaluation component
- ▶ Quarterly meetings should be held for on-going feedback



# Probationary Evaluations

- ▶ Due every 3 months during probation
- ▶ The final evaluation includes a recommendation regarding the successful completion of probation
- ▶ If there are performance issues, contact HR in advance

# Three Phases to Appraisals



# Focus of Appraisal Meetings

**Annual appraisal meeting is held to discuss performance review**

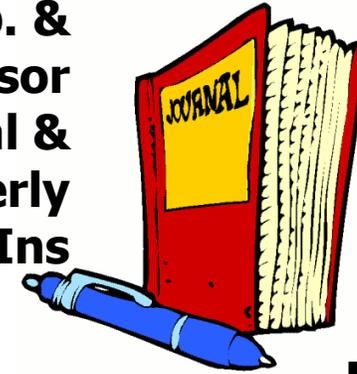


# Performance Appraisal In Action



**Emp. and supervisor discuss expectation and set goals**

**Emp. & Supervisor Journal & Quarterly Check-Ins**



*Quarterly*  
CHECK-IN



**Supervisor receives feedback from higher manager**



**Supervisor views self-evaluation and drafts appraisal**



**At or near end of the cycle, employee completes self-evaluation**

**Employee and supervisor meet about 5 days after employee receipt of draft appraisal**



**Discuss prior year performance and set goals, expectations, and development objectives for the following year**

# Important Elements

## Open Dialogue

- An environment with constant communication between supervisors and employees fosters trust and honesty

## Encouragement

- Encouragement from supervisory personnel will create a sense of fulfillment

## Set Process

- Evaluation form sets standard

## Balanced Approach

- Both encouragement and constructive criticism are important, with a major emphasis on improvement and attainment of goals

## Clear Standards

- Managers must treat employees fairly and consistently and make the standards for behavior and consequences clear to all employees.

# Issues that May Require HR Assistance

- ▶ Supervisor has not supervised employee for at least 90 days (preferred, when possible)
- ▶ First-line supervisor and manager or Department Head cannot agree on a rating or element of the evaluation
- ▶ Employee's overall performance rating is "needs improvement" (Performance Improvement Plan may need to be developed)



# How Step Increases Will Occur

- ▶ Step increases occur based on performance and in accordance with the MOUs
- ▶ If overall performance rating on the evaluation is “meets standard” or above, employee is eligible for increase on their anniversary date.

# Resources

- ▶ Performance Appraisal forms
- ▶ Performance Appraisal manual
  - ▶ Goal setting, coaching, & feedback through quarterly check-ins
  - ▶ Evaluation factors and rating scores
  - ▶ Common rating biases
- ▶ Ongoing trainings
- ▶ Access to HR staff

If you have questions, please contact HR  
at 510-620-6602