Performance Evaluations
Human Resources/Payroll

Human Resources/Payroll

NMHU Performance Evaluation

Learning Objectives

- Learn the Performance Evaluation process

- Review format for performance assessment

- Review goal setting process

- Share best practices in communicating performance

- Understand the timeline for evaluations and submittal process

NMHU Performance Evaluation

Why Do We Need Performance Evaluations?

- A fair and easily understood performance evaluation gives the organization and employees valuable information on what is expected to ensure success

- Performance catalyst

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Purpose of Evaluations

- To provide employees with feedback about their job performance, leading to increased employee effectiveness

- To conform to legal requirements and reduce the potential risks of litigation

- To provide a more equitable basis for allocating rewards and penalties based upon each individual's relative contribution

- To increase the organizations capability for identifying talent and utilizing it fully

- To identify training and development needs in the organization

- To improve communication between an employee and supervisor

- To provide information about the organizations' climate, including strengths and weaknesses

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Performance Management

- Ongoing
- Prospective
- Long term
- Progress steps
- Planning/goal setting

Performance Evaluation

- One time event
- Retrospective
- Short-term
- Correction oriented
- Completing form

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Framework for Preparing…

- Performance feedback should not be a surprise, but a reflection of ongoing feedback

- Accuracy

- Specific to the Employee

- Take the entire performance period into consideration

- Eliminate the fear from the event!

- Seek performance input from other departments with who your staff interact

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Rating Bias

- Halo/Horn Effect – rate employees the same on every trait

- Central Tendency – lack of rating differentiation between employees

- Leniency – avoids honest ratings to avoid conflict

- Recency – narrow focus on recent events – (notes throughout the year)

- Similarity/Like me – favorable rating to employees who have similar values or interests to the rater

- Constancy – rate employees via rank order

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- Consider the totality of the employees performance

- Make objective statements - not I think or I feel…

- Inadequate record keeping – lack of specific examples

- Lack of establishing milestones for progress reviews

- Legal impact of inflated performance ratings

- Maintain clear and open communication channels

- Specific comments should avoid any connotations which are connected to: age, race, sex, religion, national origin, veteran, or a specific disability

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Goal Setting

- Define and establish specific goals/objectives for the new review period.

- Create mutually agreed time lines for progress reports on goals and objectives.

- Communicate changes or redirection of goals and objectives in a timely manner.

- Ensure alignment of goals

Highlands Strategic Goals

Departmental Strategic Goals

Individual Strategic Goals

Appropriate Goals

- Align with those of your corresponding Director or Dean's operational goals

- Represent the outcomes that you can contribute, in your position, toward achievement of department or University mission or goals

- Develop your performance and help you grow professionally

A GOAL is a <u>statement of specific work-related achievement</u> to be accomplished within a specified <u>time frame</u>. A routine goal that describes <u>normal work output</u> is also known as a DUTY.

- To maintain a satisfied customer base
- To implement a reorganized up – to – date filing system
- To ensure clean, well – maintained buildings

Three Types of Goals

- Routine (Normal Work Output)
  - Example: to prepare the monthly Key Statistics Report

- Problem Solving (Quality Improvement)
  - Example: To improve the readability and format of monthly Key Statistics Report

- Innovative (Something New)
  - Example: To create a new electronic template for Preparing the monthly Key Statistics report

A goal should be written so that it describes <u>how results are to be obtained, how results are to be measured, and when the work will be done.</u> In other words, define the PERFORMANCE STANDARD.

To ensure clean, well – maintained buildings

- To increase the number of square feet cleaned from 4000 to 5000 in one 8 – hour shift with no increase in quality errors.

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Use SMART goal criteria

- **S**pecific
- **M**easurable
- **A**chievable
- **R**esults Focused
- **T**ime-bound

A **GOAL** is a statement of specific work-related achievement
to be accomplished within a specified time frame.
A routine goal that describes
normal work output is also known as a **DUTY**.

Writing a Goal or Duty

Chart 1. Developing Standards for Goals and Duties

Goal/Duty	Standard
1. To develop standard operating procedures for administrative staff.	**What:** to develop standard operating procedures for administrative staff. **How:** to include service standards, scheduling, ordering, and filing functions **Why:** to orient new staff and ensure consistency **When:** One SOP each quarter

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Process and Timing

- Review period is July 1 – June 30

- Reviews are due on August 1, when all approved evaluations have been submitted… factor in time for approvals

- Approvals are rating supervisor/manager and the next higher level of management

- Employee acknowledgement signature occurs after approval and evaluation discussion

Resource Section

NMHU Performance Evaluation

Performance Evaluations help the company and employee:

- **Develop** individual goals which support the organization goals

- **Measure** individual employee performance objectively and fairly

- **Build and improve** working relationships

- **Spark** productivity

- **Identify** examples of employees performance strengths and weaknesses

- **Praise, reward, and encourage** strong performance

- **Initiate training or coaching** to help improve performance challenges

- **Create action plans** to assist employees improve performance or behavior problems

- **Create written records** to which the employee and supervisor can refer

- **Develop documentation** to support compensation or promotion decisions or if necessary termination procedures.

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- Plan for open dialogue – opportunity to review performance, consider lessons learned, progress for period, and establish goals and objectives for next period.

- Lay out plan for performance discussions – collect and review notes, statistics, citations and performance based examples.

- Keep a memo or file for each employee – what they did good/not so good and update monthly.

- Schedule sufficient time to focus on the review.

- Prepare to discuss the full range of issues which may arise in the performance management discussion.

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- Don't exhibit defensiveness – if employee criticism is justified due to management failure or lack of resources, accept, and move on to next area of review

- Respect confidentiality of the review discussion when possible. If unlimited confidentiality cannot be promised, advise employee accordingly

- No cell phones, no emails, no text messaging, no electronic devices, no <u>interruptions</u>

- Job responsibilities should tie together with performance management

- Handle dissent professionally – disagreements should be noted as a matter of record

Tracking Methods

For areas of strength, you can examine why you've been effective and look at ways to enhance overall performance.

For areas in which you're falling short of expectations, you can assess the causes and make needed adjustments – there's still time to improve.

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- **Difficult Evaluations**

- Describe unsatisfactory performance/behavior

- Cite specific observed examples – past incidents or lack of meeting goals and impact on employee, team, customer or department

- Solicit constructive employee action plan to resolve the performance failures or behavioral issue

- Review action plan and establish milestone date(s) to review progress

- Maintain open communication channels to ensure that issues are elevated quickly and resolved expeditiously

- Coach, assist, and/or re-direct employees who request assistance and those who are failing to meet standards

Questions and Answers