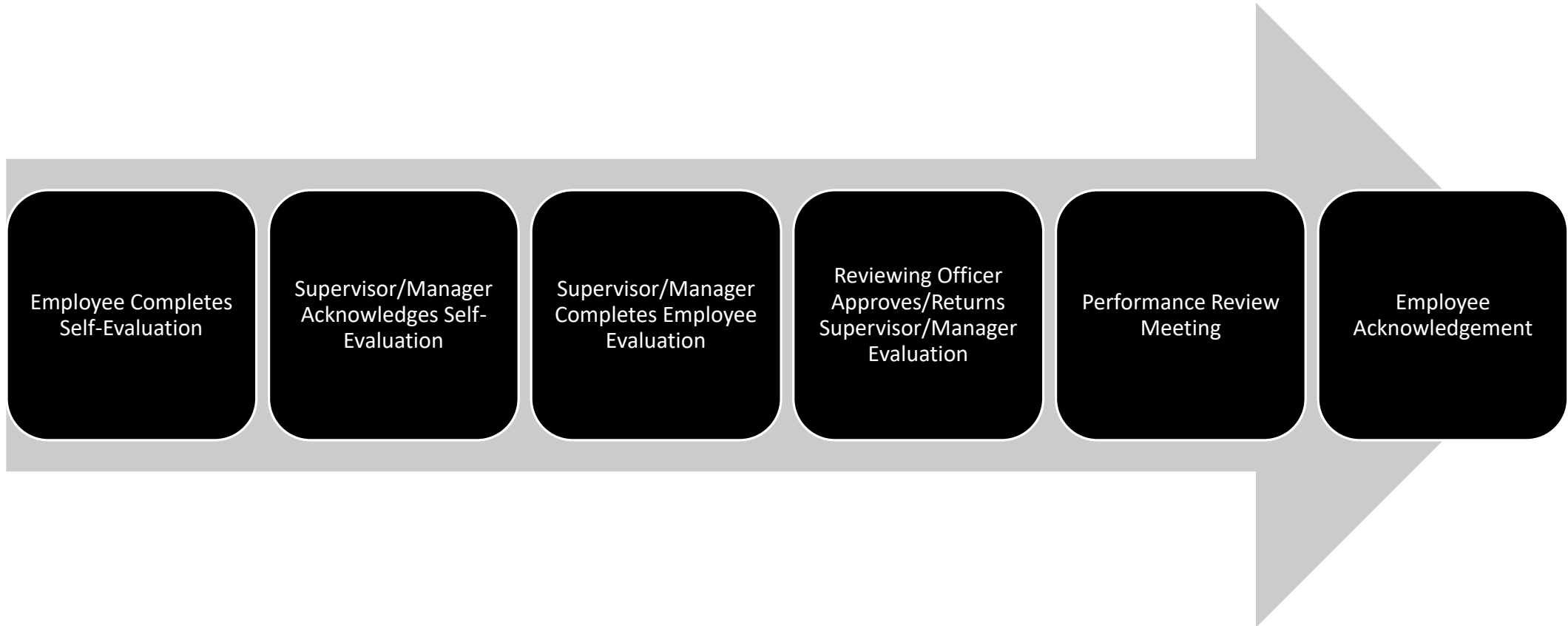


Supervisor/Manager Training

OFFICE OF HUMAN RESOURCES

Performance Evaluation Process



Importance of Self Evaluation

- Gives you a chance to share your successes and challenges
- Helps you think about a plan for your future
- Helps guide or redirect your manager's assessment
- Summarizes what you achieved during this performance cycle
- Enables you to take an active role in developing goals and objectives for the following year

Preparing for the Self Evaluation

- Preparation is key
- Be proud
- Be honest and critical
- Continuously strive for growth
- Be positive and professional
- Utilize as an opportunity for improvement

Completing the Self Evaluation

- Include specific, measurable results
- Include recent education, training or special assignments that enhanced your skills
- Incorporate feedback received during evaluation cycle
- Spellcheck your work

Completing the Self Evaluation- Action Verbs



Importance of Supervisor/Manager Evaluation

- Clarifies goals and reduces ambiguity
- Communicates expectations and vision
- Gives praise and feedback
- Generates solutions together



Vs.



Supervisor/Manager Evaluation- Performance Criteria

- Review employee's self evaluation and job responsibilities
- Review performance criteria standard and rating definitions
- Evaluate only for the current evaluation cycle (April – December)
- Use examples from the entire cycle
- Utilize documentation to support ratings

Caution! Common Rater Bias

Recency

Most recent behavior becomes the primary focus of the evaluation.

Tendency

Some raters are very strict or conservative in their ratings and give lower scores. Others either rate people very high or play safe by giving average ratings.

Personal

Occurs when personal beliefs, assumptions, preferences, or lack of understanding about the person being rated leads to unfair evaluation.

Similarity

The rater and employee share similar attributes therefore is rated more favorably.

Caution! Common Rater Bias

Competitive

Raters rationalize that no one under their supervision should be given performance rating higher than them.

Halo Effect

An employee is rated highly in all areas because of one thing they do really well.

Horn Effect

An employee is rated lower in all areas because of one thing they do not do well.

Contrast

Rating employees one after another. The rating of a top performer or an unsatisfactory performer could affect the subsequent ratings of other employees.

Performance Goals

Current

- Review previously established goals and objectives
- Review any projects that were assigned
- Reflect on employee's performance toward the goals or projects
- Provide comments on how goals were achieved

Future

- Division leaders should communicate department goals
- Manager/Supervisors should ensure employee goals align with department's overall goals and objectives
- SMART

S

M

A

R

T



Specific



Measurable



Attainable



Relevant



Time Based

Performance Evaluation Summary

- Ensure evaluation summarizes employees performance and contributions
- Discuss professional development opportunities
- Be prepared to provide documentation that supports the overall rating
- A chance to encourage your employees

Reviewing Officer Actions

- Review the supervisor/manager evaluation
- Follow up with the supervisor/manager if you see:
 - An unjustifiable evaluation
 - Any bias
 - An unprofessional tone
- Ensure future goals align to departmental objectives
- Approve if acceptable
- If changes need to be made, enter comments and return supervisor/manager evaluation

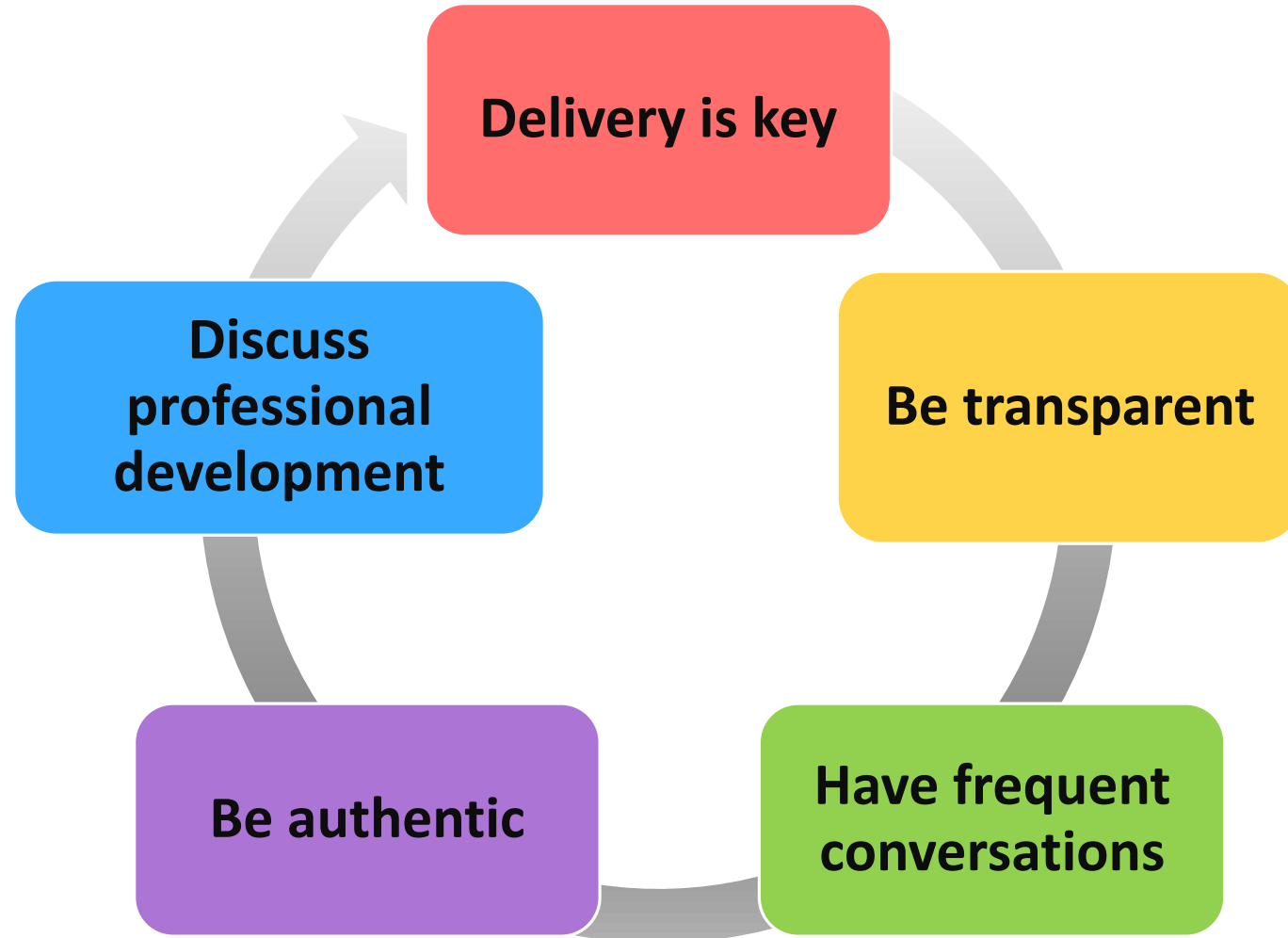
The Performance Meeting

Employee Tips

- Review your supervisor/manager evaluation
- Try to relax
- Commit to being open-minded
- Be prepared to present your point of view
- Ask what it would take to score higher in a particular area or overall

Manager/Supervisor Tips

- Schedule a set time and place for the performance evaluation meeting
- Encourage open dialogue
- Actively Listen
- Stay positive and respectful
- Provide constructive feedback
- Avoid comparisons



Evaluation Schedule

Current evaluation cycle: April 1 - December 31, 2018*

Step	Availability Opens	Deadline
Employee Completes Self Evaluation	January 15, 2019	February 1, 2019
Supervisor Acknowledges Self Evaluation**	January 15, 2019	February 8, 2019
Supervisor Completes Evaluation**	January 15, 2019	March 8, 2019
Reviewing Officer Approves/Rejects Evaluation**	January 15, 2019	March 15, 2019
Evaluation Review Meeting (Supervisor and Employee)**	January 15, 2019	March 22, 2019
Employee Acknowledges Evaluation**	January 15, 2019	March 29, 2019

***Previous step(s) must be completed before this step is available/accessible in PeopleAdmin*