

Annual Performance Evaluations 2017

Presented by:

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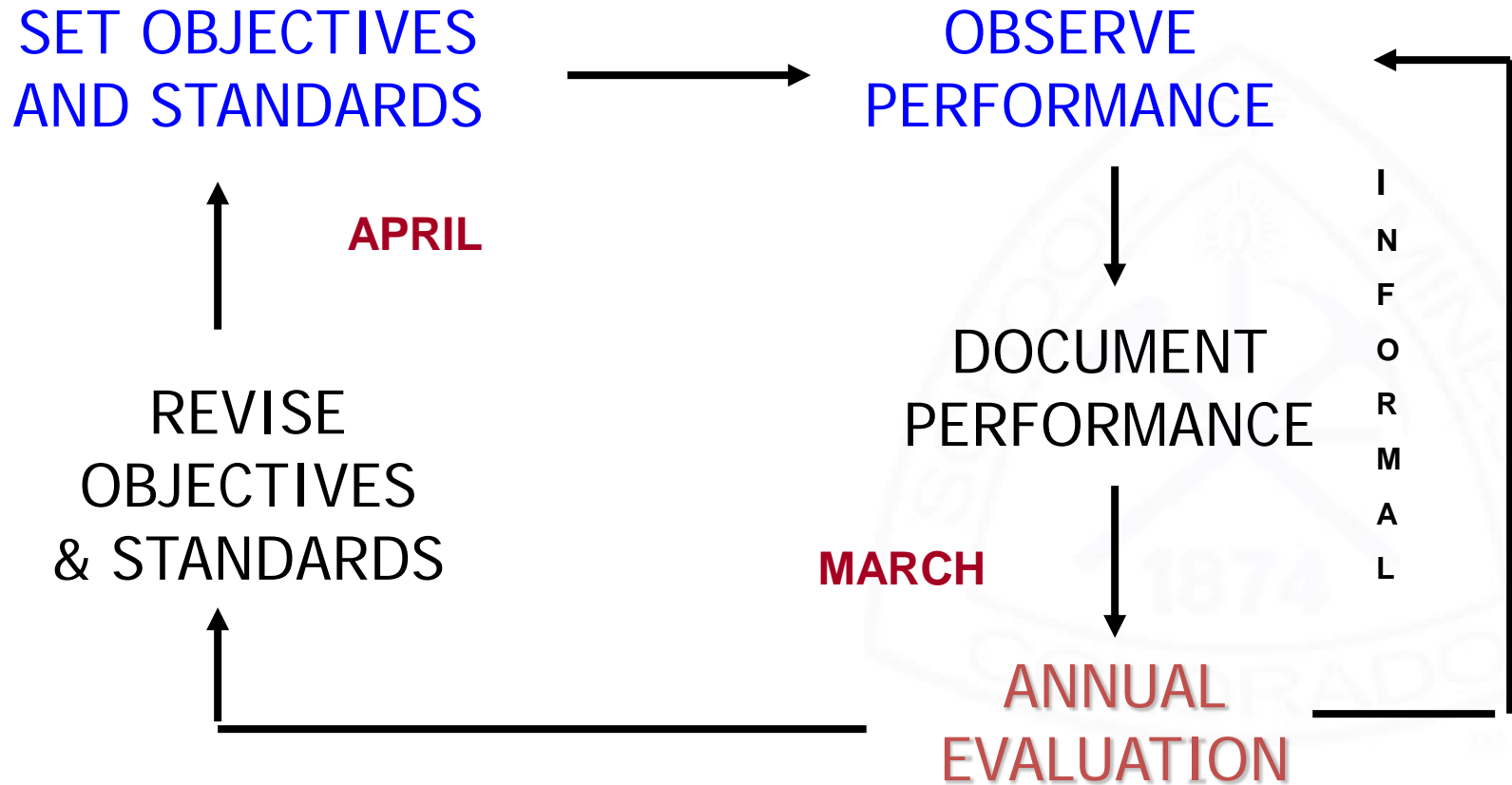


Overview of Today

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



The Performance Process



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
- ▶ **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



Supplement Form (handout)

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



Preparation(continued)

- 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**



Communication = Feedback

- ▶ 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



Questions

▶ ??????????

Thank you