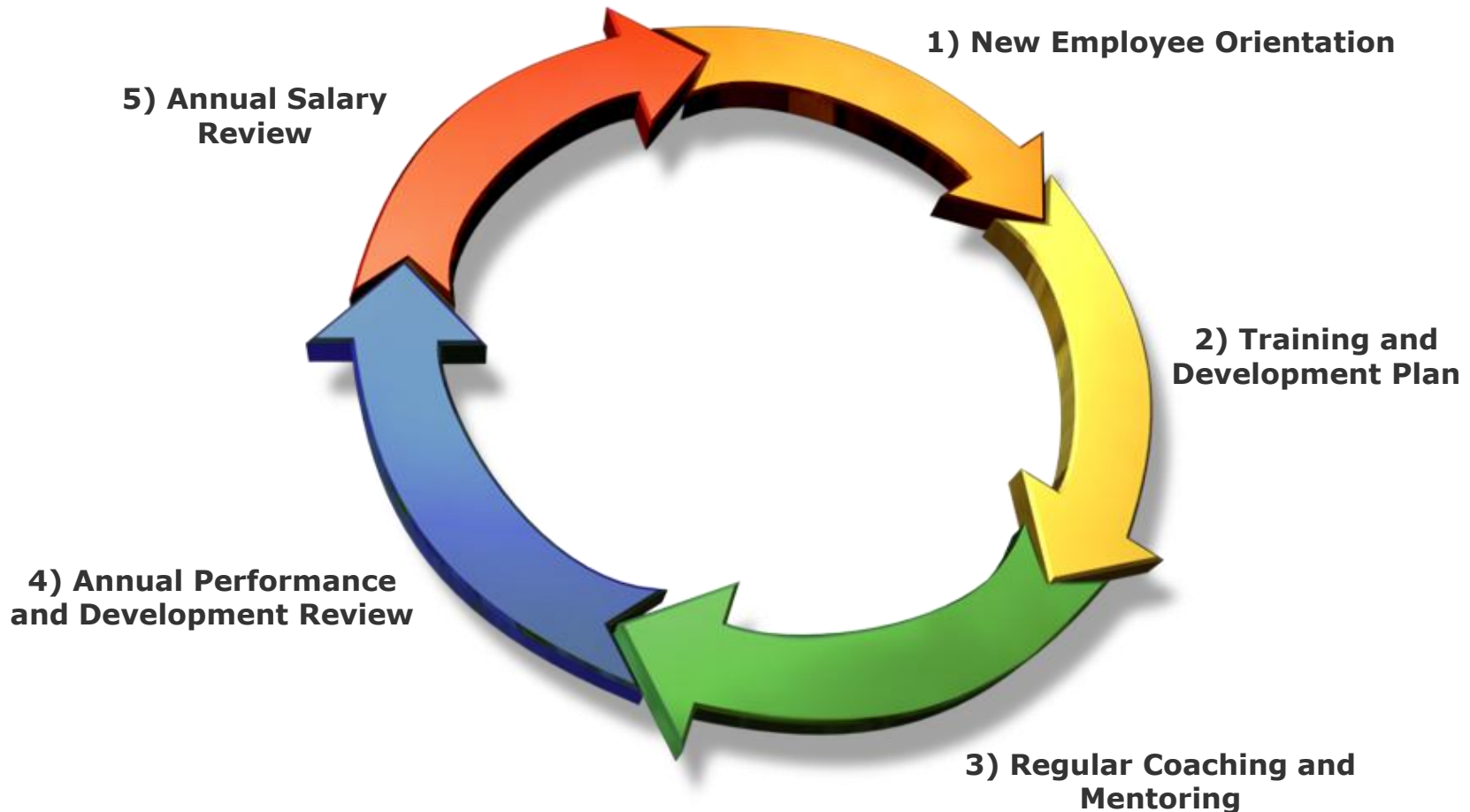


Stress-free Performance Appraisals

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June 17, 2010

Performance Management Cycle



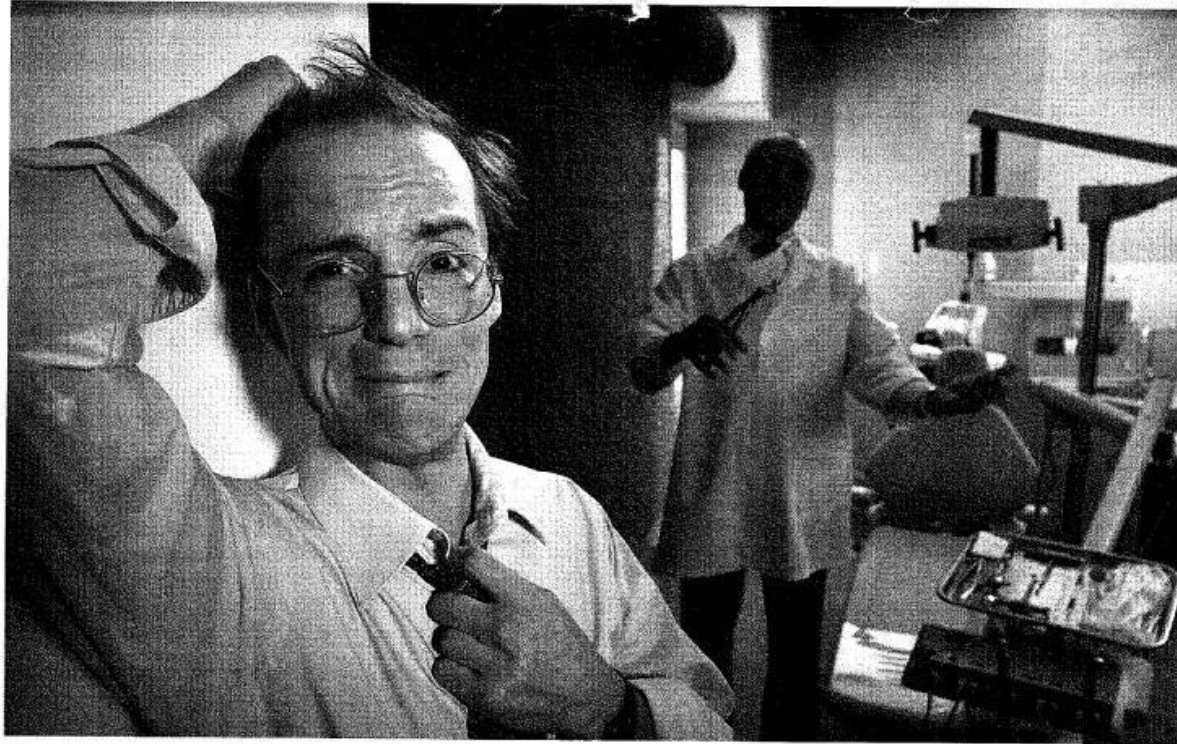
What is a Performance Appraisal?

- One of the **most important** responsibilities of a manager
- An **ongoing process**, not a one-time event
- A culmination of mini-meetings between manager and employee during the **entire performance period**
- An **objective** way of determining the quality of an employee's performance in accordance with predetermined expectations
- A **tool** for clarifying present expectations, setting new expectations and developing new responsibilities
- **Part of an entire Performance Management Process**

Performance Appraisals

- Bad Press
- What drives employee performance
- Benefits
- 5 components
- Goal Setting
- Rating Errors
- Legal Issues
- Scenarios
- Best Practices / Summary

Bad Press



“It gets worse. . . . After this I have a performance appraisal.”

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What drives employees

Item	Leader's Ranking	Actual Ranking
Good working conditions		
Feeling "in" on things		
Tactful discipline		
Full appreciation		
Personal loyalty		
Good wages		
Promotion & growth		
Understanding		
Job security		
Interesting work		

What drives employees

Item	Leader's Ranking	Actual Ranking
Good working conditions	4	
Feeling "in" on things	10	
Tactful discipline	7	
Full appreciation	8	
Personal loyalty	6	
Good wages	1	
Promotion & growth	3	
Understanding	9	
Job security	2	
Interesting work	5	

What drives employees

Item	Leader's Ranking	Actual Ranking
Good working conditions	4	9
Feeling "in" on things	10	2
Tactful discipline	7	10
Full appreciation	8	1
Personal loyalty	6	8
Good wages	1	5
Promotion & growth	3	7
Understanding	9	3
Job security	2	4
Interesting work	5	6

Gallup Engagement Survey

Engaged

Disengaged

Actively Disengaged/Bitter

Gallup Engagement Survey

United States (2006):

- 30% Engaged
- 55% Disengaged
- 15% Actively Disengaged / Bitter

United States (2009):

- 33% Engaged
- 49% Disengaged
- 18% Actively Disengaged / Bitter

Benefits

Benefits - Employee

- Finds out how they're doing
- Provides recognition for accomplishments
- Allows for two-way communication on goals and performance
- Encourages taking responsibility for their performance and progress
- Helps set goals and direct efforts
- Provides opportunities for career development and improvement
- Assures fair individual evaluations

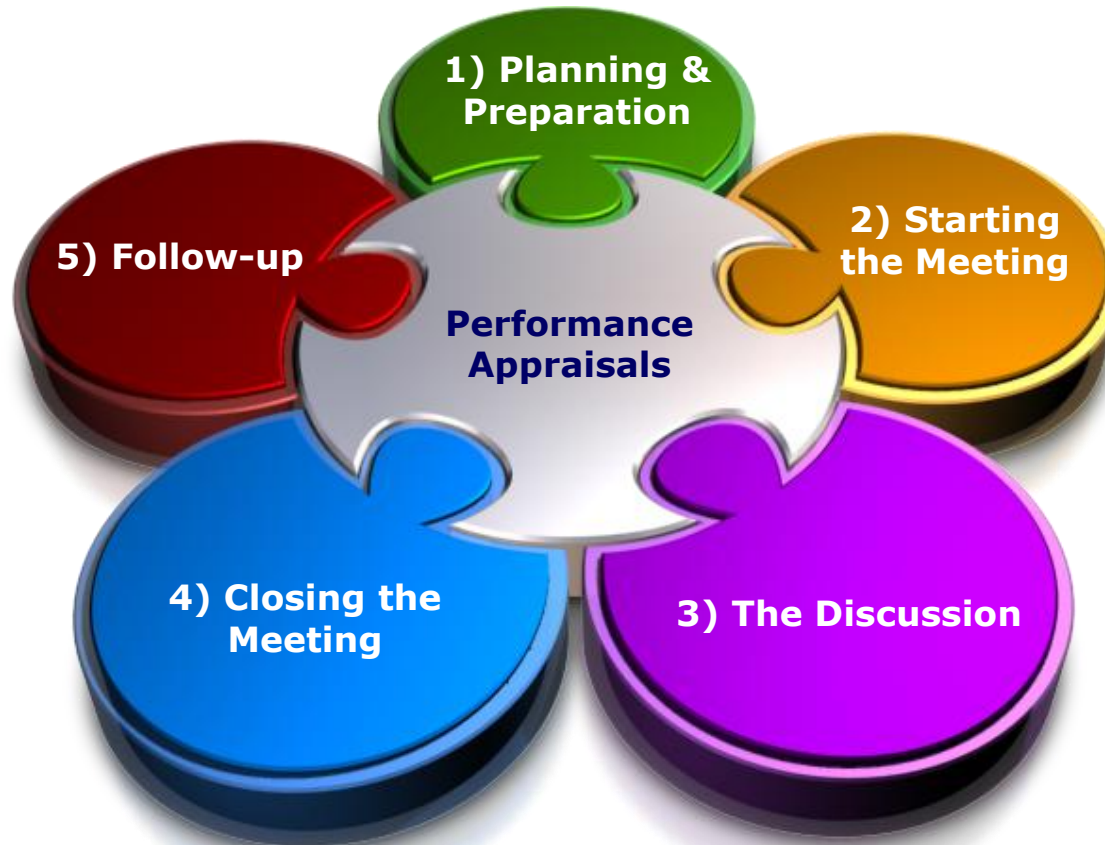
Benefits - University

- Communicates organization's goals
- Provides management with decision-making information on human resources
- Provides objective basis for raises, promotions, training, and other personnel actions
- Builds stronger working relationships
- Improves overall organizational productivity
- Provides documentation for inquiries on general promotion policies or individual claims of discrimination

Benefits - Supervisor

- Builds management skills
- Develops and improves rapport with employees
- Identifies and rewards high performers
- Identifies performers needing improvement for coaching/training
- Improves individual employee productivity
- Identifies general training needs
- Demonstrates fairness to employees
- Improves group morale

5 Components



Planning and Preparation

Planning & Preparation

- Familiarize yourself with the form and the ratings
- Think about the goals each employee has been working on
- Collect objective information
- Fill out the form privately
- Be sure to add specific examples
- Plan your discussion in detail
- Schedule the meeting

Starting the Meeting

Starting the Meeting

- Conduct a warm-up/set the tone
- Outline what you want to cover
- Clearly explain the purpose/importance of the meeting
- Allow the employee sufficient time to read
- Encourage the employee to participate in the discussion

The Discussion

The Discussion

- Talk about the purpose of the position
- Go over the ratings
- Start with the positives
- Ask open ended questions
- Discuss areas where performance falls short
- Listen
- Work for understanding

Closing the Meeting

Closing the Meeting

- Summarize what was discussed
- Settle on a plan for the future
- Write goals together
- Offer your help
- Close on a friendly note

Follow-up

Follow-up

- Follow-up on commitments you've made
- Review your notes and evaluate yourself
- Begin observations for the next performance discussion

Goal Setting

Reasons for Goals

Setting Goals & Objectives

- S SPECIFIC
- M MEASURABLE
- A ATTAINABLE
- R RELEVANT
- T TIME-BASED
- E ENGAGING
- R REINFORCING

Importance Factors

- Value to budget
- Impact to mission
- Time period covered
- Coordination w/other units
- Effect on other tasks
- Uniqueness of task
- Special knowledge
- Labor intensive
- Impact if not achieved
- Effect on customers / students

Goal Writing

- Start with “to”,
- Insert an action verb,
- Insert a result, and
- Insert a timeframe or deliverable date.

Try to write one!

Rating Errors

10 Rating Errors to Avoid

Central Tendency

Clustering everyone in the middle performance categories to avoid extremes of good or bad performance..... it's easy, but it's wrong!

Favoritism

Overlooking the flaws of favored or “nice” employees, especially those whom everyone likes.

Grouping

Excusing below-standard performance because it is widespread; “everyone does it”.

Guilt by Association

Rating someone on the basis of the company they keep, rather than on the work they do. Watch out for the “halo” version of this error as well.

The Halo Effect

Letting one work factor you like affect your overall assessment of performance.

10 Rating Errors to Avoid

Holding a Grudge

A dangerous luxury that may result in your ending up in court. Never try to make employees pay for past behavior!

The Horns Effect

Letting one work factor or behavior you dislike color your opinion of other factors.

Bias

Allowing your bias to influence the rating. Bias can come from attitudes and opinions about race, national origin, sex, religion, age, veterans' status, disability, hair color, weight, height, intelligence, etc.

Recency

Rating only recent performance, good or bad. Data should be representative of the entire review period.

The Sunflower Effect

Rating everyone high, regardless of performance, to make yourself look good or to be able to give more compensation.

Avoiding Claims of Unfair Treatment

Pitfalls

1. Unclear _____
2. Lack of concrete, _____ goals
3. Improper or lack of record-keeping
4. Inaccurate or _____ performance rating
5. Lack of _____

Important note:

Basing personnel actions on subjective opinion constitutes bias. Biased evaluations can lead to charges of discrimination, defamation of character, or wrongful discharge.

Avoiding Claims of Unfair Treatment

Best protection

1. Maintain accurate and well-documented written records for each employee
2. Base evaluations on specific, objective, job-related behavior *only*
3. Ensure performance expectations are clearly communicated and that the standards used to evaluate employee performance are valid and fair

Scenarios

Scenario #1

The employee does not accept responsibility for substandard performance and gets very angry and defensive during the evaluation discussion. S/he disagrees with your review and blames favoritism and other employees.

Scenario #2

The employee accepts the review without saying a word and prepares to leave before there has been much discussion. The review is very fair, balanced, and overall acceptable – or so you, the supervisor, think. It seems that the individual is agreeing with you in an effort to end the session quickly or to please you. You fear there's a lack of commitment to his/her work.

Scenario #3

You have recently taken on a long-time employee whose previous manager didn't place much importance on reviews. As the supervisor, you have taken your responsibility of preparing an honest evaluation very conscientiously and have to review some areas of unsatisfactory and marginal performance. You have tried to provide open and honest feedback throughout the performance period, but it has fallen on “deaf ears.”

Scenario #4

As the supervisor, you don't feel you have a good relationship with this particular employee. Your performance comments are generally "very good"; however, there are a few areas that clearly need improvement. It has never been comfortable for either of you in meetings of any kind before.

The Dos & Don'ts of Performance Evaluation

Do...

- Reassure your employees by building on strengths.
- Be specific when discussing performance.
- Draw them out.
- Keep the focus of the evaluation discussion on track.
- Talk about job results.
- Close the review properly.

Don't...

- Use negative words or criticisms.
- Use a “you vs. me” attitude.
- Give insincere or excessive praise.
- Use generalities.
- Dominate the conversation.
- Emphasize personality traits.
- Appear hurried.
- Demonstrate a “condescending” attitude.

Feedback

“Lack of feedback is the number one reason
for performance problems.”

– Leigh Branham

Positive Feedback

F = Frequent

A = Accurate

S = Specific

T = Timely

“People say that motivation doesn’t last.
Neither does bathing – that’s why we
recommend it daily.”

– Zig Ziglar



Redirection Feedback

B = Behavior

E = Effect

E = Expectation

R = Result



Questions?

Ancora Imparo – I am still learning

Michelangelo
87 years old

Learn or Relearn?



Sharon Armstrong has over 20 years of experience as a Human Resources consultant, trainer and career counselor. Since launching her own consulting business in 1998, Sharon Armstrong and Associates, she has consulted with many large corporations, small businesses, and individuals. She has facilitated training, completed HR projects and provided career transition services for a wide variety of clients in the profit and non-profit sectors.

She is known for her ability to listen compassionately, ask relevant questions and offer guidance that reflects her wealth of knowledge of the business world and career issues. Her easy-going style and responsiveness are instrumental in establishing rapport with her clients.

Sharon received her Bachelor's Degree from the University of Southern Maine and her Masters Degree in Counseling from George Washington University. She is a certified Professional in Human Resources (PHR).

Sharon is the co-author of a humor book, published by Random House. *Healing the Canine Within: The Dog's Self-Help Companion* was published in 1998. Her first "serious" book, *Stress-Free Performance Appraisals – Turn Your Most Painful Management Duty into a Powerful Motivational Tool* was published by Career Press in July, 2003. Her next book, *The Essential HR Handbook – A Quick and Handy Resource for Any Manager or HR Professional*, co-authored with Barbara Mitchell, was published by Career Press in July, 2008. Her latest book, *The Essential Performance Review Handbook* was published in May, 2010.

She has designed and conducted workshops on Supervisory Skills, Time Management, Delegating, Performance Management, Managing Your Boss, Effective Feedback and Behavioral Interviewing.

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