

# Performance Evaluations

## Coweta County Fairgrounds & Conference Center

September 17, 2009

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# Performance Evaluations

## ■ Overview

- Merging Performance Appraisals and Performance Management
- Planning for the Performance Evaluation
- Conducting the Performance Evaluation
- Documenting the Performance Evaluation
- Delivering the Performance Evaluation

# Merging Performance Appraisals and Performance Management

- Top Ten Things that people would rather do than conduct/undergo a Performance Evaluation . . . .
  - Root Canal
  - Removing grout from neighbor's bathtub
  - Slamming hand in car door
  - Dinner and a movie during the Super Bowl

# Merging Performance Appraisals and Performance Management

- Why conduct a Performance Evaluation?
  - Assist Employer in determining progress on goals, meeting the essential functions of the job, compensation, promotions, demotions, & TERMINATION.
  - Assist the Employee in addressing the expectations of the Employer (performance criteria), performance feedback, setting new goals, recognition of accomplishments, open communication with Employer and to prevent surprises. And ..... Compensation!

# Merging Performance Appraisals and Performance Management

- Periodic and consistent evaluations of an employee are presumed to be the most definitive and reliable source of information regarding an employee's performance.
- Performance Evaluations are often the first item an attorney will examine in employment litigation.
- Juries find Performance Evaluations of critical importance.

# Merging Performance Appraisals and Performance Management

- What is the difference?
  - Performance Appraisal:
    - Usually a single event that focuses on an annual review/rating by a superior
    - Looks backwards
    - Employees often view as judgmental
    - Focused on activities, behaviors, and personality
  - Performance Management:
    - Generally looks more to the future
    - Employee's plan is tied to the Employer's plan
    - Employees often view as more positive
  - So, Why not combine the two?

# Merging Performance Appraisals and Performance Management

- Merging the Performance Appraisal and Performance Management into a Performance Evaluation:
  - Often more constructive
  - Leads to better communication between the Employee and the Employer
  - Leads to better understanding
  - Leads to better productivity

# Performance Evaluation

- Benefits:
  - Evaluations that are properly documented and reviewed with the employee can avoid or greatly reduce discrimination claims
  - Provide the employer with a good defense on discrimination claims
  - Motivational Tool

# Planning for the Performance Evaluation

- Planning for the Performance Evaluation is critical.
  - Ensure that the job description and the actual job activities are the same
  - Measure the employee based on the reality of what the person does
  - Provide clear, written instructions to the individuals involved in the evaluation process
  - Stress the requirement for honest, accurate and fair evaluations

# Planning for the Performance Evaluation

- Planning Continued
  - Ensure that all employees are assessed on job-related criteria
  - Review prior Performance Evaluations and the goals set for the employee
    - What was agreed to?
    - What training/education was suggested/assigned?
  - Review current year memos, reports and information on accomplishments

# Planning for the Performance Evaluation

- Planning Continued
  - Review any disciplinary issues and attendance
  - Review the Employee Handbook
  - Make sure that the evaluators understand the value of the Performance Evaluation and the position being evaluated
  - Take reasonable precautions to avoid potential bias of an evaluator

# Planning for the Performance Evaluation

## ■ Planning Continued

- Be prepared to explain the evaluation process
  - Employee's procedure for commenting on the evaluation
  - Process of documenting receipt of the evaluation
  - Process for appeal of a poor evaluation
- Outline of employer's goals for future
- Plan the future growth for the employee

# Conducting the Performance Evaluation

- Employee Self-Assessment
  - 2 to 3 weeks prior to the formal Evaluation
    - Allow employee to review job description and address any differences between the description and reality
    - Status/Completion of previously agreed goals
    - General Performance of duties (work quality, dependability, attitude, ability to follow policy)
    - Employee's recommendation for self improvement
    - Identify what issues are important to the employee

# Conducting the Performance Evaluation

- Be prepared to discuss the good, the bad, and the ugly!
  - Constructive Criticism
  - Identify strengths and weakness
  - Do NOT be confrontational
  - Allow for open dialogue with employee
  - Be consistent in evaluations and the discussion with employees
    - Why?

# Conducting the Performance Evaluation

- Listen to the employee
  - Formulate questions that allow the employee to have input and express his/her opinion
- Strive for uniformity in evaluators
- Address important issues to the employee
- Be proactive in addressing employee morale and productivity
- Avoid the gripe session! Be focused.

# Conducting the Performance Evaluation

- Document employee's disagreements
- Respect the confidentiality of the discussions and advise employee of limited confidentiality
- Seek assistance from the employee in identifying ways to resolve issues
  - Are there obstacles to the employee's performance improvement that are out of the employee's control?

# Conducting the Performance Evaluation

- Document
  - Notes should be consistent and written with the understanding that they will be seen by others
  - Include both positive and negative
- NO INTERRUPTIONS

# Delivering the Performance Evaluation

- Written documentation of complete evaluation
  - Who was involved
  - Position evaluated
  - Issues discussed
  - Issues outlined by employee
  - Specific rating on each area
    - Position requirements
    - Completion of annual goals
    - Performance of duties
      - Quality of work, knowledge of position, dependability, ability to accept constructive criticism, cooperation with team

# Delivering the Performance Evaluation

- ❑ Address each job related deficiency
- ❑ Attitude
- ❑ Overall rating
- ❑ Recognition of Accomplishments
- ❑ Goals for future – set dates
  - Performance
  - Education
  - Attitude/Behavior
  - Attendance/Dependability
- ❑ Documentation of comments by employee

# Delivering the Performance Evaluation

- Signature of employee
- Signature of evaluators
- Signature of management
- Avoid extraneous remarks, focus on the job and the performance of key duties

# Delivering the Performance Evaluation

- Schedule sufficient time to review the evaluation with the employee
- Conduct meeting in proper location
- Provide the employee with the opportunity to review the evaluation prior to the meeting
- Purpose of meeting is to discuss the evaluation, not to get the employee to agree with everything

# The Performance Evaluation

- After the Performance Evaluation, the employee and employer should understand:
  - The overall assessment of the employee's performance for the evaluation period
  - Understand what the evaluation earned the employee
  - What the specific goals and objectives are for the employee in the next evaluation period.

- Best Practices for Performance Evaluations

# Best Practices for Performance Evaluations

- Implement a consistent Performance Evaluation System
- Prepare for the evaluation
- Communicate and understand the purpose of the evaluation
- Allow the employee to self critique prior to the formal evaluation (self appraisal)
- Schedule a dedicated time for each employee to be evaluated

# Best Practices for Performance Evaluations

- Evaluate performance on the entire review period
- Select proper evaluators
- Facilitate an open and active dialogue during the meeting
  - Open ended questions
- Address the good, bad, and UGLY

# Best Practices for Performance Evaluations

- Address each performance issue specifically and provide specific criteria to improve
- Provide access to evaluation prior to meeting
- Set performance goals for the employee, the department and the company that are consistent with company's strategic business objectives
- Document, Document, Document

# Best Practices for Performance Evaluations

- Identify a method to measure future performance
- Provide a written document at the conclusion of the Performance Evaluation
- Address only relevant performance issues

# Best Practices for Performance Evaluations

- Have the employee sign the Performance Evaluation and note any differences or disagreements the employee may have
- Have evaluators sign the Performance Evaluation

# Best Practices for Performance Evaluations

- Could an outsider read the Performance Evaluation and determine whether the individual should get a raise, be terminated, be promoted, be demoted?
  - If not, the evaluation is not complete!

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