

Handling Performance Appraisals- Effectively CSSEA Presentation

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What is today's workshop about?

- 1. What is performance management?
- 2. How do you set performance standards?
- 3. What are the steps in the performance appraisal process?
- 4. How do you align the organization's objectives with the individual employee objectives?
- 5. How do you conduct and write a performance appraisal?
- 6. Where does the CA and Union fit in?



A few opening questions

- Do you have an effective performance management/appraisal system in place in your organization?
- Are your performance evaluations up-to-date and neatly filed in the employee's file?
- Do you evaluate probationary employees at 1, 2 and 3 months?



Does this sound like a familiar type of situation? Mini Case #1

- Bill has worked in the IT Department for 3 years. In terms of his IT knowledge he is at the top of the heap. He takes courses on line and you as the Manager have approved several leading edge courses and covered the cost and paid time off.
- However, you have observed that Bill spends considerable time chit chatting with other employees who need IT support . Bill takes more time on his projects than other IT employees. His work is flawless and he regularly assists other IT employees.
- Bill's regular evaluation was due 2 months ago. **How do you approach this evaluation?**



Our starting point

- Take a minute and write down in 3 words or less your description of performance management or performance evaluation.



What is Performance Management?

- 1. Systematic alignment of organizational vision and individual duties
- 2. A method to link individual and organizational goals
- 3. A communication vehicle between employers and employees
- 4. A process to measure individual and organizational effectiveness



Performance Management- Looking Back and Ahead

- To understand performance management we have to understand where you are going



What are some Organizational Obstacles to Performance Management?

- **Standards** are not formalized
- Performance Management is not linked to organizational outcomes
- Performance evaluations are conducted with no expected outcome
- Management sees performance management as a paper exercise that generates more paper than it's worth.



Organizational Obstacles to Performance Management (con't)

- Performance management does not address employee issues surrounding skill development or career advancement
- Performance ratings are inflated so as not to cause hard feelings
- Poor leadership and ineffective management



Where do you start?

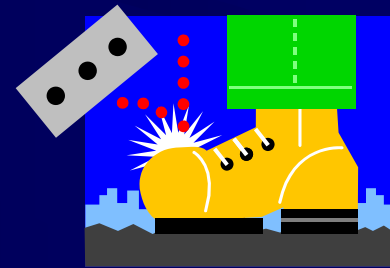
1. Set performance standards

2. Establish your mission,
vision and strategic objectives

3. Use the job description as
your base

Where do you start?

- 1. Setting standards
 - What are some standards for your organization?
 - Service
 - Safety
 - Dress code
 - Respect
 - Code of Conduct
 - ????????



Establishing Performance Standards



- In order to establish performance indicators we must answer three primary questions:
 - What do we expect the person to reasonably achieve?
 - How will the results be measured?
 - How will we distinguish good performance from bad?



Establishing Performance Standards

- The ideal approach to writing performance standards incorporates four elements:
 1. An action verb
 2. A statement of results
 3. A time target
 4. A standard of performance



Where do you start?

- 2. Your mission, vision , strategic directions, objectives.
 - Where are you heading?
 - How can your employees assist in getting there?
 - Have you heard of or used a powerful process based on the World Café style?
 - Do you have a performance evaluation system?



Linking Performance to Organizational Objectives

- Quality initiatives
 - To what extent will the system support quality improvement?
- Training and Development
 - Will the system focus on employee's training and development needs - How will candidates be identified for training?



Remember SMART Objectives

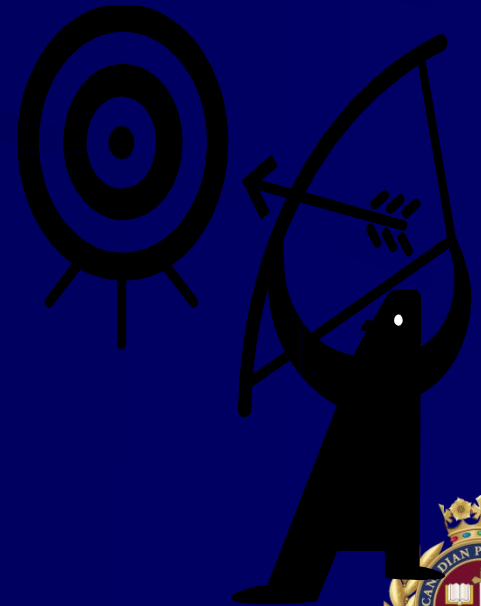
S Specific

M Measurable

A Achievable

R Realistic

T Time-oriented



Linking Performance to Organizational Objectives

- Career planning
 - Will the system identify career paths and support succession planning
 - Who will provide coaching if needed



Where do you start?

- 3. The Job Description
 - From the interview to day 1, through probation and referred to regularly after that



Performance Management-A Process Not an Event

- Performance management is not an event, it's a process
- So you have your standards, your objectives and your job description. You are ready to meet with the employee.
- The process has three phases



Phase I

- The employee and his/her supervisor meet and plan for the upcoming year and agree on five major areas:
 - Key areas of accountability
 - Objectives
 - Standards
 - Performance objectives
 - Development plan



Phase II

- Over the year the employee executes Phase I
- The supervisor has the responsibility of providing on-going feedback
- Elements of the plan that become obsolete are abandoned and new factors are developed to respond to changing conditions



Phase III

- The supervisor and employee independently evaluate the degree to which the different elements of the plan were achieved
- Together they discuss the accomplishments and barriers and complete the process



What are the Elements of the Performance Planning Process

- Performance planning cycle includes

Activity
Standard
Communication
Execution
Observation
Coaching
Assessment



Individual's Responsibility

- Committing to goal achievement
- Soliciting performance feedback
- Communicating openly and regularly
- Collecting and sharing performance data
- Preparing for performance reviews



Manager's Responsibilities

- Communicate, communicate, communicate
- Creating the conditions to generate motivation
- Observing and documenting performance
- Updating and revising objectives
- Providing feedback and coaching
- Providing developmental experiences
- Reinforcing effective behaviours



Mini Case #2

- Andrea has worked in the payroll department for 10 years. During that time the technology has passed her by. She gets the job done but regularly puts in extra hours which she never claims as overtime.
- You have sent her on courses and linked her with other employees in the Department. You have coached her on several occasions and she is very receptive to your assistance.
- Her performance evaluation is now due. **How do you approach this evaluation?**



Drum roll please the Performance Management Meeting

- Before the meeting
 - Determine desired and actual performance
 - Determine the business reasons for specific performance
 - Determine the logical business consequences if the performance is not enhanced
 - Determine the appropriate action steps



Key Points for the Performance Management Meeting

- During the meeting
 - Confirm that the planned action is appropriate
 - Communicate observation, standards and actual performance - both positive and negative
 - Communicate the action that the employee will need to take to meet objectives



Key Points for the Performance Management Meeting

- After the meeting
 - Document the discussion
 - Follow-up to make sure that the action plan is followed



How to Write a Fair Performance Appraisal

- There are 3 steps to writing a fair performance appraisal:
 - Collect appraisal data
 - Evaluate the performance
 - Write the review



Collecting Appraisal Data

- Appraisal data comes in 3 forms
 - Objective data
 - Critical incidents
 - Behavioural observations



Critical Incidents

- Critical incidents are situations in which the employee's actions were especially effective or especially ineffective. Have you kept track of them over the year?



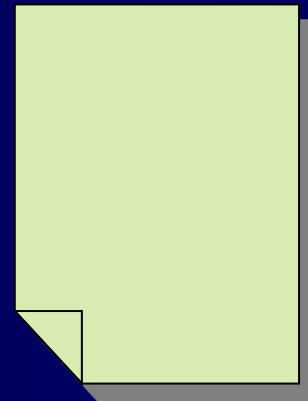
Behavioural Observations

- Tom Peters: the practice of MBWA
 - Observing employees performing their jobs and interacting with them
 - Observing transactions between supervisor and employees
 - Day to day observations made over the appraisal period



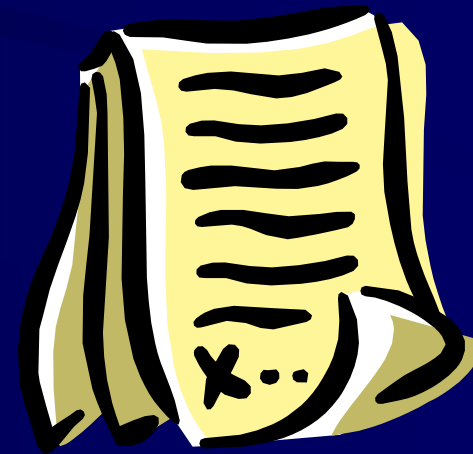
How are you going to document all this?

- What does your organization use?
 - Tick off form
 - Objectives listed
 - Blank piece of paper that you type up



All sounds good, right

- What about the Union and the Collective Agreement. Is there a role?



Wrap up-You should now be able to answer the questions we started with!!

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Thank you for attending
Handling Performance Appraisals
Effectively

