

Managing Employee Performance

Writing Effective Reviews

January, 2015

What is a Performance Review?

- The assessment and review of an employee's job performance (also known as performance evaluation, appraisal, assessment)
- The City of Centennial has instituted a process where employees will be formally evaluated on the prior year's performance annually

Why Do We Conduct Appraisals?

- Reinforce that employees understand their roles in the organization and how they add value
- Provide feedback to employees
- Summarize performance over a period of time
- Identify strengths and developmental areas
- Create documentation
- Provide us with information to use when making employment decisions, such as promotions, reassignments or pay increases

Why Do We Conduct Appraisals?

- It's about the conversation!

AND

- It's good housekeeping to document and retain details of the conversation

Elements of a Quality Evaluation

- Performance specific
 - Quantifiable
 - Observable
- Thorough
 - Address each competency category and objective with comments (required for Inconsistently Met or Exceeds Expectations ratings)
- Relevant to a period of time
 - Covers the entire period, not just recent history

Elements of a Quality Evaluation, cont.

- Simple, clear language
 - Keep it short
- No surprises
 - An employee should never receive a piece of feedback (positive or constructive) for the first time in a review
- Consistency
 - Employees with similar performance are rated similarly

Where Reviews Go Wrong

- Feedback is “haloed:” relevant to a specific assignment or recent history
- Language is general and non-specific to performance or behaviors
 - Joe did a great job
 - Everyone likes Joe
- Language is judgmental of the individual
 - Keep it performance-based

Where Reviews Go Wrong, cont.

- One-way conversation
 - The manager does not take the employee's input into account
- Employee is surprised
 - This is the first time an employee has heard a particular piece of feedback
- Inconsistency
 - Employees with similar levels of performance are rated differently

Form Review

- Employee information
- Competencies
- Goals
- Weighting
- Comments

The Review Discussion

- Schedule the review meeting in advance in a quiet place away from distractions
- Let the employee know ahead of time the purpose of the review and that you want it to be a two-way conversation
 - Ask the employee to come prepared with his/her own thoughts
- Be prepared
- Discuss each category, highlighting the positive and, as relevant, offering opportunities for improvement
- Ask frequently for the employee's feedback or thoughts
 - The employee should receive a copy of the review and be asked to make comments and return to you

Timeline

(if you would like an HR coaching review, please plan accordingly)

Date(s)	Activity
January 5–8	Manager refresher training
January 23	Evaluations completed by supervisors and submitted for approval
January 29	Executive Team ratings calibration
February 6	Managers of Managers review and approve evaluations
February 9-13	Performance meetings between supervisor and employee
February 11	Pay determinations by Executive Team
February 17-19	Managers give pay information to employees
February 20	Pay increases on employees pay checks

Dos and Don'ts

Do

- Provide specific, performance-related feedback
- Allow time to be thoughtful in providing feedback
- Consider the whole performance period
- Be consistent in evaluating performance but differentiate individuals

Don't

- Make personal judgments or include information not relevant to performance
- Hurry – the quality of the review is an indication to the employee of your investment in him/her
- Copy and paste

Dos and Don'ts, continued

Do

- Get feedback on your reviews for your manager and HR prior to delivery
- Schedule designated time for each review
- Encourage a dialog in the review conversation
- Follow-up with your manager and HR on how each discussion goes

Don't

- Do a “fly-by” review (wing-it)
- Do all the talking

DO!

- Reach out to HR and your manager if you need help!