Introduction

1. Gary Weiers
   • 4 years as Consultant with DDA
     • Organizational and executive search
   • 11 years as Rice County Administrator
   • Human Services
2. AMC and DDA partnership
   • Enhance human resource services
3. Pathways program
4. New HR service program
   • “Hotline”
   • Resource library
   • Others
Anticipated Outcomes

1. Understand performance management
2. Be comfortable addressing employee issues
3. Understand the difference between performance appraisal and performance management
4. Increased confidence and competence in handling human resource related matters
What is Performance Management
“Performance management is the management of employees, departments, and organizations for the purpose of ensuring that goals and objectives are being reached efficiently and effectively. It involves defining what effective performance looks like and includes the development and use of tools and procedures necessary to measure performance.

A successful performance management program helps an employer retain talented employees, keep them engaged, enhance employee learning, build a winning corporate culture, and be a successful company.”

-Society for Human Resource Management
The Importance of TRUST
The most expensive thing in this world is **TRUST**…
It can take **YEARS** to **EARN** and only a matter of **SECONDS** to **LOSE**
Continuum of Performance Management

1. Performance Appraisal

2. Ongoing Performance Communication

3. Performance Improvement
Performance Appraisals

Why do them?

- Engagement
- Staff Retention
- Performance Improvement
- Fairness
- Customer Service Improvement
Potential Concerns

- Halo Effect
- Recent Events are the Only Ones Remembered
- Fairness
- Minnesota Nice
- Centering
Schwanke Case Implications

1. Background information
   i. The case

2. Accuracy and completeness of information

3. Objectively verifiable
   i. Who
   ii. What
   iii. Where
   iv. When
   v. How and why

4. Factual

5. Document, document, document

6. Documentation to substantiate information must be maintained

7. Clarity and quality

8. Challenge process
   i. Employee must challenge with responsible authority first
   ii. Review
Employee Performance Review

Employee Information

Employee Name: 
Job Title: 
Department: 
Manager: 
Review Period: to

Date:

Review Guidelines

At least one week prior to this review, notify employee of the review and schedule the time.

Each rating should accurately reflect the performance of the employee. Provide specific comments for each rating in the box below the description.

All goals should be reasonable and specific.

Evaluation of Goals

Briefly describe the goals of the employee during the review period. Describe the level of achievement of each goal and the overall rating of goal achievement for the review period.

Goal #1:

Goal #2:

Goal #3:

Achieved Goals

- Exceptional: (5)
- Meets Requirements: (3)
- Exceeds Requirements: (4)
- Needs Improvement: (2)
- Unsatisfactory: (1)

Comments:
Use this rating key for the following evaluation:

1 = Unsatisfactory
   Does not perform required tasks. Requires constant supervision
2 = Needs improvement
   Needs improvement in quality of work. Completes tasks, but not on time.
3 = Meets Requirements
   Meets basic requirements. Tasks are completed on time.
4 = Exceeds Requirements
   Goes above and beyond expectations.
5 = Exceptional
   Always gets results far beyond what is required.

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<thead>
<tr>
<th></th>
<th>(5) = Exceptional</th>
<th>(4) = Exceeds Requirements</th>
<th>(3) = Meets Requirements</th>
<th>(2) = Needs Improvement</th>
<th>(1) = Unsatisfactory</th>
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<tbody>
<tr>
<td>Communication: Demonstrates strong oral and written communication skills. Listens.</td>
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<td>Problem Solving: Ability to solve problems and generate better options/solutions.</td>
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<td>Customer Focus: Priorities customer focus for both internal and external customers.</td>
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<td>Leadership Skills: Is recognized as a leader by peers and provides project leadership.</td>
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<td>Job Knowledge: Exhibits job knowledge and shares it with others.</td>
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<td>Team Orientation: Works cooperatively as team member to achieve organization objectives.</td>
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<td>Work Quantity and Quality: Produces quality work in a timely manner.</td>
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<td>Creative Solutions: Provides positive input and solutions to organizational issues.</td>
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<tr>
<td>Other Skill: List and describe below.</td>
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<td>Overall Rating: A rating of the employee's performance on full scope of work.</td>
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Goals for Next Review Period

Goal 1:

Strategy for Development:

Implementation Date:

Goal 2:

Strategy for Development:

Implementation Date:

Goal 3:

Strategy for Development:

Implementation Date:

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.

I, ____________________________, acknowledge receipt of review, and my signature does not necessarily indicate agreement.

__________________________________________  ____________________________
Employee Signature                      Date

__________________________________________  ____________________________
Manager Signature                       Date
Supervisor Addendum

This addendum should be used for all positions with supervisory responsibilities.

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<th>Management of Staff: Able to effectively hold staff accountable and positively lead them to greater productivity. Comments:</th>
<th>(5) = Exceptional</th>
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<th>(3) = Meets Requirements</th>
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<th>(1) = Unsatisfactory</th>
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<td>Conflict Management: Creates collaborative work environment by managing conflict. Comments:</td>
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<td>Delegation: Appropriately and effectively delegates responsibilities and tasks. Comments:</td>
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<td>Managing Resources: Manages resources within budgeted amounts and provides input for future budgets. Comments:</td>
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<td>Innovation and Change: Inspires staff to look for innovative solutions. Comments:</td>
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**SMART** is an acronym that you can use to guide your goal setting.

To make sure your goals are clear and reachable, each one should be:

- **S**pecific (simple, sensible, significant).
- **M**easurable (meaningful, motivating).
- **A**chievable (agreed, attainable).
- **R**elevant (reasonable, realistic and resourced, results-based).
- **T**ime bound (time-based, time limited, time/cost limited, timely, time-sensitive).
Setting Goals

Samples of Smart Goals

• On an ongoing basis, reconcile the department financial reports by the 15th of every month with no increase in reconciliation errors.
• Coach and support direct reports resulting in them reporting that they were provided with clear expectations, meaningful feedback and fair performance evaluations by the end of the fiscal year.

Small group exercise

Report back
Ongoing Communication

1. Continuous Process
2. Positive and Negative
3. Coaching
Definition of Coaching

Extending traditional training methods to include focus on

1. an individual’s needs and accomplishments

2. close observation, and

3. impartial and non-judgmental feedback on performance.

Source- Business Dictionary
Performance Issues

1. When to take action
   i. Importance of timely response
   ii. Won’t get better with time
2. When to contact HR
3. What is the appropriate action
4. Documentation
   i. Who
   ii. What
   iii. Where
   iv. When
   v. Why- from the employee
5. Impact of union contracts
Performance Improvement Plans (PIP)

1. Review situation with HR
2. Documentation
3. Action Plan
4. Meet with Employee
5. Follow up
6. Conclusion
7. Impact of union contracts
# Good County Performance Improvement Plan

**Employee Name:**

<table>
<thead>
<tr>
<th>Standards of Performance Reviewed</th>
<th>Performance Expectation</th>
<th>Plan to Achieve Expected Performance</th>
<th>Deadline of Required Action</th>
<th>Dates Reviewed Initiated by Employee and Supervisor</th>
<th>Review Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>For example: Teamwork, Productivity, Attendance, Quality, etc.</td>
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</table>

You must take the steps necessary to comply with the performance expectations outlined above. Failure to meet and sustain improved performance may result in disciplinary action, up to and including termination of employment.

*If you have questions or require clarification regarding the expectations outlined in this document, please contact your supervisor.*

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**Employee’s Signature**  
**Date**

**Supervisor’s Signature**  
**Date**
Example:

John Doe does not get along with his co-workers. He is critical of others’ performance and occasionally uses inappropriate language in his criticism of others. When asked to stop, he simply laughs and walks away only to do it over and over.
Questions?

Thank you!

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