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# EVALUATING EMPLOYEE PERFORMANCE

## ASSESS PERFORMANCE EFFICIENTLY AND EFFECTIVELY



Included with this Participant Workbook is the following guidebooks, published by Richard Chang Associates, Inc.

- *Evaluating Employee Performance*

Performance evaluations can be used effectively to recognize, reward, develop, redirect, and document the performance of your employees.

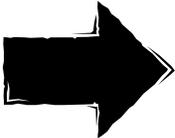
Evaluating performance is not an event. It's a process that includes up-front planning and regular maintenance.

Performance evaluation is only one part of the continuous cycle that leaders can use to manage individual and organizational performance at your organization.

The results that are confirmed in the performance evaluation start the planning process once again—as the manager and employee revisit workgroup priorities, set performance objectives, and develop action plans to achieve those objectives.

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### Learning Objectives



Upon completion of this unit, you will be able to:

1. *Gather and choose key performance data in preparation of individual and group performance evaluations*
2. *Confirm individual and workgroup results—evaluating cascaded alignment and achievement of objectives*
3. *Develop employees with on- and off-the-job options, ranging from corrective action to salary increases*

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### Agenda

- **Collect And Select**
- **Describe And Document**
- **Develop And Review**
- **Conduct And Summarize**
- **Corrective Actions**

## Forms



*Optional components of the evaluation form include:*

- *Traits*
- *Organization Goals And Values*
- *Career Interests And Plans*
- *Employee Comments*

There is no “perfect” form, but there are five essential components of performance evaluations:

1. Descriptions Of Performance
2. Comparison Of Performance To Performance Objectives
3. Areas For Growth
4. Development Actions
5. Expected Results

While it may seem odd at first, one of the simplest ways to document your employee’s performance, is to go back to the forms you completed in the Planning phase.

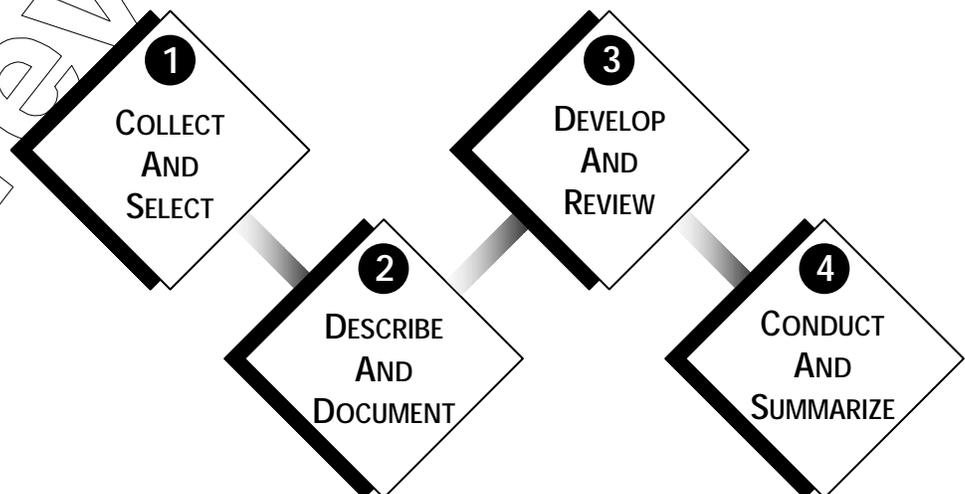
For example, the Individual Scorecard has a Results section that makes it easy for your employees to compare your description of their performance with their performance objectives for the year.

An additional form, such as the Employee Development Profile may then be used to document your employee’s areas for growth (complete with development actions and expected results).

## Four Steps For Performance Evaluation

Four steps toward an effective performance evaluation are described in the model below:

**Performance Evaluation Model**



## Connect Behaviors, Impacts, And Examples Following The “2.5 Rule”

Now that you have collected and selected the data needed to impact your employee’s future performance, you need to be able to describe that data in a way that promotes understanding of the behavior, its impacts, and the need for improvement.

When drafting the impacts of the behavior, link the impacts to the achievement of the objectives from the employee’s individual scorecard. Remember, that you want to focus on the “20 percent” of your employee’s behaviors that affect “80 percent” of your employee’s results.

### APPLYING THE “2.5 RULE”

Use a minimum of two and one-half sentences to describe any behavior (skill) or performance against goals.

#### 1. Behavior

Clearly describe the behavior in succinct terms. (Use at least one full sentence.)

#### 2. Impacts

Specifically explain the impacts of the behavior on your employee’s ability to meet their performance objectives. (Use at least one full sentence.)

- Consider including three or more desirable, undesirable, short and/or long-term impacts and consequences of this employee’s behavior.
- Consider impacts to the employee, you, your organization, customer, etc.
- This sentence will explain why this behavior is valued as an area of strength, or, why this behavior requires improvement.

#### (.5) Example(s)

Cite at least one to two specific and convincing examples of a project or situation where you observed this behavior as an “Area Of Strength” or an “Area Of Needed Improvement.” (Use a half-sentence—i.e., a phrase in parentheses.)

### Exercise # 3



## WRITING PERFORMANCE EVALUATIONS USING SCORECARDS

Working in your small group, review Jan Simpson's Individual Scorecard and the results presented below to begin Jan's annual evaluation.

Once you are finished, discuss your results in the small group you are working with, and then debrief the exercise as a large group. Share key learnings—as well as any helpful tips or techniques.

1. Review a summary of information collected about Jan Simpson's performance by her manager:

#### Manager's Summary: Jan Simpson

- Data indicates that Jan has met her performance objective of reducing overtime by 15%. In fact, she has reduced her overtime considerably while continuing to provide the same level of service. This is especially significant in that four Help Desk Specialists were promoted to Group Supervisors and those positions were filled by outside personnel, unfamiliar with our systems and procedures.
- As an area of growing concern, software replacement has been a significant contributor to the Help Desk expenses. Replacement software is typically sent out when customers call and complain about faulty software, software damaged during shipping, or not receiving software due to an incorrect address on the shipping label. Jan's reports indicate that she reduced the number of software replacements she sent out. This was due to the fact that her troubleshooting capabilities had increased after she attended some training.
- Customer satisfaction reports indicate that 7% of our customers would not come back and do business with us in the future, nor would they recommend our products and services. Jan's numbers indicate she received a 4.4 average on her Customer Feedback Cards.
- Towards the end of the year, Jan led a team in refining our problem resolution process. Although no improvements have been implemented at this time, she has indicated that their implementation phase will start during the first quarter.
- Jan's previous evaluations all indicate she has good customer service skills but tends to talk about personal matters with customers frequently. She attended training earlier in the year and spent some time with senior Help Desk Specialists.
- Jan has met with me on a regular basis over the course of the past year to discuss areas of improvement. She has been professional when receiving feedback regarding her skills and has worked diligently to acquire the skills necessary to become a Help Desk Specialist trainer. Newly-hired Help Desk Specialists have consistently given her high marks on their evaluations.

## Draft Employee Development Profiles To Enhance Performance



*Many of the actions on your Employee Development Profile can be transferred to the Performance Action Plan for the next performance period.*

1. Determine how this employee can enhance an “Area Of Needed Improvement,” and/or capitalize on a performance strength using an Employee Development Profile (EDP).
2. The EDP substantially increases the chances of employee development taking place by providing a written instrument for mutual agreement and commitment.
3. The EDP not only assists employees in their current roles, but can also be used to help them acquire skills for new/future roles, responsibilities, projects, and opportunities
4. Employees should prepare a major portion of each EDP. The greater their participation, the greater their commitment to success. Managers and coaches offer guidance. Managers and coaches may also have certain actions to perform to make EDPs workable. If employees desire to complete more EDPs, encourage and support them!
5. If it’s a simple EDP, it may be agreed upon during one meeting. If it’s a complex EDP, it may require several meetings to complete. Review dates should be established during the first meeting.
6. The three steps involved in building an EDP follow.

### BUILDING AN EMPLOYEE DEVELOPMENT PROFILE

Determining how to enhance a behavior (skill) following these three steps:

1. **Area For Growth**  
Describe an employee’s selected skill or behavior to be developed—following the “2.5 Rule.” Choose an “Area Of Strength” on which to capitalize (leverage your assets), and/or an “Area Of Needed Improvement” on which to build further competencies or confidence.
2. **Development Actions**  
List at least three to four ways to develop this “Area For Growth.” Include specific examples of on- and off-the-job development actions and key milestone dates to review progress.
3. **Expected Results**  
Identify what results you collectively expect—measurements with which to evaluate the employee’s performance of each “Development Action,” and evaluation methods with which to collect, interpret, and describe performance data.

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## Personal Action Plan

Key learnings:

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I need to contact and involve the following:

<i>Name</i>	<i>How</i>	<i>When</i>
<hr/>	<hr/>	<hr/>

The specific action steps I will carry out on the job include:

	<i>What</i>	<i>When</i>
1.	<hr/>	<hr/>
2.	<hr/>	<hr/>
3.	<hr/>	<hr/>
4.	<hr/>	<hr/>
5.	<hr/>	<hr/>

Additional issues/concerns I need to address:

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