Masters Education Management Development Program
Performance Evaluation

TODAY’S OBJECTIVES
Understand performance evaluation & performance management
Describe usefulness of performance appraisals
Explore how to discuss performance
Practice setting performance standards for your workplace

Do I or Don’t I?
Do They or Don’t They?
Which responses were common at your table?

What are the reasons that some of the things on this list are not done?

Performance appraisal is one part of a performance management system, where it all comes together.
PERFORMANCE MANAGEMENT

ongoing, systematic approach to improving results
• evidence-based decision making
• continuous organizational learning
• focus on accountability for performance
integrated into all organizational aspects
• management
• policy-making processes

EMPLOYEE PERFORMANCE MANAGEMENT

Interview
Probationary Period
Performance Standards
Positive Discipline
Performance Appraisals

THE INTERVIEW
What do managers do (if anything) to cause employee disciplinary problems?
POSITIVE (not PROGRESSIVE) DISCIPLINE

PERFORMANCE APPRAISAL

Why all the interest in performance appraisal?
WHY?

Organizational reasons

Legal reasons

SOME IMPORTANT TERMS

PROPERTY RIGHT
DUE PROCESS
PROCEDURAL DUE PROCESS
AT WILL
ESSENTIAL FUNCTIONS
WITHOUT CAUSE

What are the ingredients for an effective performance appraisal session?
“A photographic memory but with the lens cover glued on.”

“Discussing Performance”

PERFORMANCE APPRAISAL IS A USEFUL TOOL
Set goals
Assess training needs
Counsel & develop employees
Determine merit increases
Focus on Job-Related Behavior

NOT...

- Traits
- Abilities
- Personal Characteristics

APPRAISAL PITFALLS

- Central Tendency Effect
- Recency Factor
- Halo Effect
- Personal Bias
- Leniency or Strictness

Supervisors must be properly trained to evaluate employees
Your performance

Goals
Performance Objectives

JOB ANALYSIS

Major (v. minor) duties
Success definition
Data/Records

Performance standards or goals must be clearly communicated
Duty: Formats, types, edits, & revises reports

Performance Standard?

Performance Standard:
Completes all reports by deadline dates. Edits all work to ensure it contains no errors. Chooses appropriate formats.

In your group, think of a duty.
Please outline performance standards for it.
**Account Payable**

All invoices paid within 30 days [consecutive or business?] of purchase date
Verify that invoices over $500 are approved by city administrator and over $5000, also by Mayor & Council
100% issued checks are supported by signed check request
One week from check issue date, check stubs, invoices & PO’s stapled together and filed

**Receptionist**

Respectfully answer calls within 3 rings
Operate switchboard and successfully transfer to appropriate party, with 0% misdirected calls
Don’t engage or disengage automated answering before 5p.m. or after 8 a.m.
Must have good diction and voice that projects

**METER READER**

Minimum 98% accuracy read rate
Cycle completed within 3 consecutive days after beginning
Report non-working meters to PWS within two days of completing cycles
Perform re-reads no later than 5pm the following day, upon request of the billing clerk
Maintain written documentation

Be specific!

Categories
Activities
Accomplishments

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