

State of Wisconsin
Enterprise Management Development Academy
(EMDA)

Improving the Performance Evaluation Process

December 9, 2014



TEAM 5

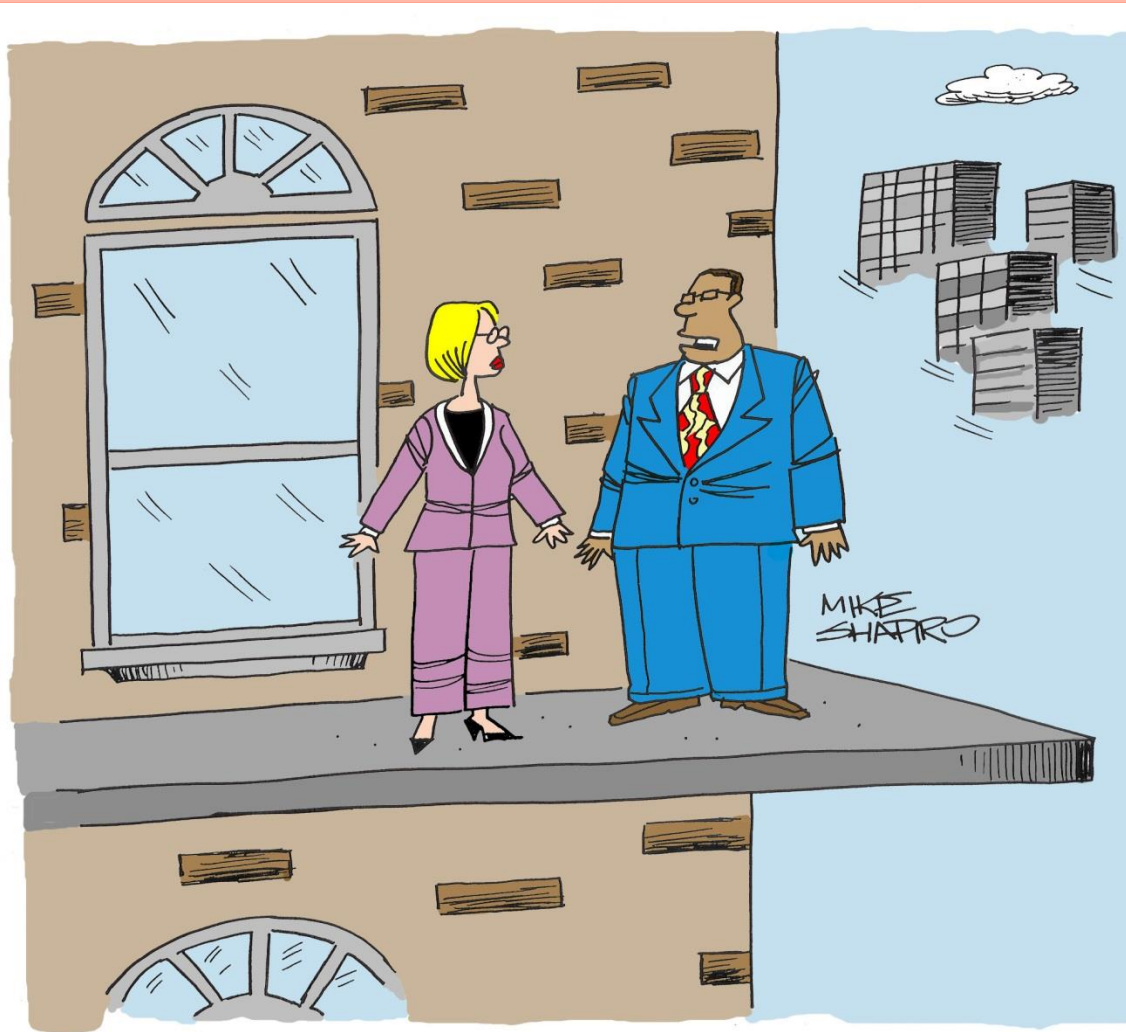
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"You're out here because you're supposed to receive a performance review? I'm out here because I'm supposed to give one!"

DOC

DWD

DOT

Performance Evaluation Process Comparison By Department

DATCP

DNR

Comparison of Performance Evaluations

	<u>DATCP</u>	<u>DNR</u>	<u>DOC</u>	<u>DOT</u>	<u>DWD</u>
Name	Performance Review	Performance Goals & Job Objectives	Performance Planning & Development	Performance, Evaluation, Planning & Employee Development (PEPED)	Goals & Accomplishments Review (GAR)
<u>Topics</u>					
Job duties	✓	✓	✓		
Performance goals	✓	✓	✓	✓	✓
PD relevance	✓		✓		✓
Training opportunities	✓		✓	✓	✓
AA/EEO standards	✓		✓	✓	✓
Ratings	✓	✓	✓	✓	

Comparison of Resources Provided for the Annual Performance Evaluation

<u>DATCP</u>	<u>DNR</u>	<u>DOC</u>	<u>DOT</u>	<u>DWD</u>
<ul style="list-style-type: none">• Evaluation instructions• Supervisor tips• Employee guide• Pre-evaluation questions• Supervisor training	<ul style="list-style-type: none">• Employee guide• Self-assessment form• Linking performance to organizational goals/mission guide• Process flow diagram• Supervisor training	<ul style="list-style-type: none">• Supervisor training	<ul style="list-style-type: none">• Self-evaluation worksheet• Supervisor training	<ul style="list-style-type: none">• GAR Policy• Supervisor training

EMDA Class Performance Evaluation Survey

Data Collection

- ▶ Eight question survey to the EMDA group
- ▶ 14 Departments were represented
- ▶ 78% of the group responded

Survey Results

- ▶ 56% - received *no* training on the performance evaluation process
- ▶ 40% - had *not* been asked to give their input for their performance evaluation
- ▶ 64% - felt they *were not* personally invested in meeting their set goals and expectations
- ▶ Many thought *further effort* from the evaluator would make the process more meaningful

Research:
The Effectiveness of the
Traditional Annual
Performance Evaluation

The Traditional Annual Evaluation

- ▶ An individual's performance is evaluated and rated by someone else
- ▶ Scheduled annually
- ▶ Same system for all employees
- ▶ Mandatory, sometimes tied to a reward system
- ▶ Kept in the employee's file

Research Shows

- ▶ At least 30% of the performance reviews studied ended up in decreased employee performance.
- ▶ Performance rankings can lead to destructive internal competition.
- ▶ Employees who have a desire to learn and grow are significantly bothered by negative feedback of previous performance.

Focus on collaboration, professional development, coaching and empowering workers to do great in their job.

Fostering a Performance Coaching Relationship

Tips for Supervisors

- ▶ Encourage participation in training, special projects, etc.
- ▶ Modify goals and objectives as necessary
- ▶ Frequent check-ins
- ▶ Recognize positive behaviors and outcomes as they occur
- ▶ Provide assistance as needed

Tips for Employees

- ▶ Ask for help
- ▶ Participate in training and special projects
- ▶ Inform supervisor if professional goals change
- ▶ Be an active participant during check-ins

Tips for Supervisors and Employees

- ▶ Discuss significant accomplishments
- ▶ Periodically review position descriptions, goals and objectives

ENHANCING THE ANNUAL PERFORMANCE REVIEW

BEFORE THE ANNUAL PERFORMANCE REVIEW

Supervisor & Employee

- ▶ Complete an assessment form
- ▶ Review or modify the documented goals for the next year
- ▶ Prepare a list of potential work-related activities for the employee to engage in

BEFORE THE ANNUAL PERFORMANCE REVIEW

Supervisor

- ▶ Prepare list of topics for discussion:
 - Department goals
 - Employee goals & expectations
 - New policies or procedures
 - Job duty changes

DURING THE ANNUAL PERFORMANCE REVIEW

Supervisor & Employee

- ▶ Discuss the employee's self-assessment and the supervisor's assessment of the employee
- ▶ Discuss potential solutions/changes
- ▶ Discuss employee's personal satisfaction
- ▶ Discuss goals
- ▶ Discuss a need/request for resources
- ▶ Discuss ideas for improvement in the agency

DURING THE ANNUAL PERFORMANCE REVIEW

Supervisor

- ▶ Assess his own supervision of the employee
- ▶ Create a safe and inviting environment for the employee
- ▶ Create a dynamic partnership by coaching

DURING THE ANNUAL PERFORMANCE REVIEW

Employee

- ▶ Be his own advocate
- ▶ Ask for feedback
- ▶ Reflect on his own performance

AFTER THE ANNUAL PERFORMANCE REVIEW

Supervisor & Employee

- ▶ Follow up on any issues raised during the review

AFTER THE ANNUAL PERFORMANCE REVIEW

Supervisor

- ▶ Finalize the performance evaluation form
- ▶ Prepare an improvement plan
- ▶ Provide any requested resources to the employee

Supervisors should not focus solely on the annual performance review, rather effectively practice *“performance management.”*

THANK YOU

Questions?

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