Objectives

- Managers and employees understand RSPH’s Performance Evaluation Program:
  - what to cover in a performance review
  - how to complete forms
  - the context for pay increases

- Make the process and the forms as easy as possible to complete

- Highlight changes for upcoming evaluations
Purpose

1. Provide Feedback
2. Give Recognition
3. Identify Work-Related Issues
4. Set Goals
5. Discuss Professional Development
Why is Feedback Important?

- Focus employee efforts
- Set expectations
- Encourage
- Support employment related decisions – salary adjustments, advancement opportunities, disciplinary actions, terminations
Promote Dialogue

- Give honest, accurate feedback
- Ask open ended questions to get employee’s perspective
- Have you observed any changes?
- Think about and practice what you want to say
- Handout
Giving Recognition

- Be creative and cost-effective
- When possible, tailor recognition to the individual
- Employees generally like recognition that is random and provides an element of surprise
- Tips for effective recognition
- Handout
Removing Barriers

- Processes – not defined; don’t work
- Poor communication
- Lack of training
- Understaffed
- Organization of work
- Lack of effective supervision
- Technology
Goal Setting

Managers and employees should jointly:

- Establish goals and expectations for the upcoming performance period
- Do goals support objectives of your department/group?
- Develop simple action plan to accomplish each goal
- What resources are required for success?
- How will success be assessed?
“SMART” Goals

**Specific** — The better defined a goal, the easier it is to determine whether or not it was met.

**Measurable** — What will be used to measure success? What should be measured or quantified?

**Attainable** — Are the necessary resources and skills in place to complete the goal?

**Results-Focused** — What is the exact end-result or deliverable that you are after?

**Time-Limited** — What is the deadline?
Employee Development

- Identify ways to develop new or more expertise:
  - Specific work assignments
  - Cross-training
  - In-house or external workshops
  - Participation in/leadership of committees
- Help your employees identify opportunities for growth and set priorities for their professional development
Current Environment

- Last year - no pay increase opportunity
- This year – much smaller pay increase opportunity than in past
- Closer monitoring of performance management program by Emory executives
  - Most are good or very good contributors
  - Few are “exceptional” or “poor” contributors
  - Need to improve on giving accurate and helpful feedback to employees
FY09-10
- Did not conduct supervisory or employee training
- Late and little communication
- Evaluations reflected inflated ratings and atypical statistical distribution
- Lack of substantiating information/comments
- No raises given
- No tracking of who received written evaluations

FY10-11
- Supervisory and employee training
- Earlier and more communication
- Evaluations will reflect a more typical distribution i.e. on average will be lower
- Comments are required and will be reviewed
- Conservative pay increases
- Will track written evaluations
Changes to Forms

- Streamlined
- Numerical rating; brief rating descriptions
- Employees evaluated on 6 factors; supervisors/managers evaluated on same 6 factors & on 4 management factors
- Factors are weighted; work results counts most
- Employee self-assessment will focus on contributions and goals
### Performance Evaluation Form

**Employee Name: __________________________ Employee ID: __________________________**

**Job Title: __________________________ Manager/Supervisor: __________________________**

**Evaluation Period: Start Date: __________ End Date: __________**

<table>
<thead>
<tr>
<th>Evaluation Factors</th>
<th>Rating</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Problem Solving/Decision Making</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication/Interpersonal Skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity</td>
<td></td>
<td>If &quot;No&quot; is selected, EUPH Human Resources will refer the employee for Diversity Training.</td>
</tr>
</tbody>
</table>
Staff Evaluation Factors

- Work Results – 40%
- Four factors - 15% each
  - Customer Service
  - Teamwork
  - Problem Solving/Decision-making
  - Communication/Interpersonal skills
- Diversity – 0%
  - If unsatisfactory, must attend training
Management Evaluation Factors

- Work Results – 40%
- Four staff factors - 5% each
  - Customer Service, Teamwork, Problem Solving/Decision-making, Communication/Interpersonal Skills
- Diversity – 0%
  - If unsatisfactory, must attend training
- Four managerial factors – 10% each
  - People Management, Leadership, Strategic Organizing/Planning, Managing Resources/Stewardship
Ratings

- Rating scale 1-5
- Simplified rating definitions
  - 1  Frequently does not meet expectations
  - 2  Occasionally does not meet expectations
  - 3  Meets and/or occasionally exceeds expectations
  - 4  Frequently exceeds expectations
  - 5  Consistently exceeds expectations
- Ratings must be supported by comments
Employee Self-Assessment

- Highlight accomplishments and set goals
- Progress on last year’s goals?
- What skills/expertise did employee develop?
- Did employee develop or improve any work related processes/policies?
- Did employee participate in or lead any initiatives outside of normal responsibility?
Self Assessment Form

[Form Content]

Employees Name: ___________________
Employee #: ___________________
Job Title: ___________________
Manager/Supervisor: ___________________
Evaluation Period: Start Date: ________ End Date: ________

List your key accomplishments or contributions during the evaluation period.

List three goals for the next evaluation period, including action steps and support needed from your manager/supervisor.

Goal #1

Goal #2

Goal #3

Signatures: Signatures indicate that both the employee and manager/supervisor have reviewed this document.

Employee: ___________________ Date: ________
Manager/Supervisor: ___________________ Date: ________

[Emory University Logo]
Mid-Year Discussion

- Opportunity to reinforce or redirect efforts
- Assess progress on goals
- Identify if additional resources are needed
- Would like to formalize this – suggestions?
So . . . What Should You Do?

- Ask your employees to:
  - Complete self assessment
  - Prepare to discuss progress toward last year’s goals
  - Prepare goals for next year using “SMART” format
- Don’t compare last year’s rating to this year’s
  - A lower rating does not mean performance has declined
GENERAL COMMENTS

- Turn in completed evaluations to RSPH HR by 7/23/2010 – no exceptions
- Both manager and employee must sign the performance evaluation form
- Can include key accomplishments from past 2 years
- RSPH HR will track whose evaluations have been completed
- RSPH HR will review all evaluations and may follow up with supervisors on any concerns
- Originals sent to Human Resources; copies kept in RSPH file
GENERAL COMMENTS cont’d

- Temporary staff and staff who have been employed less than six months are not eligible for annual increases.
- Employees who have transferred to RSPH during the prior year may be eligible – check with RSPH HR.
OTHER INFORMATION

- Emory’s minimum pay rates
  - $10.75 for staff
  - $7.25 for students (federal minimum wage)
- Salary structures will be adjusted very modestly (by 1%)
- Fringe rate for 2010/11 will be 27.25%
- Sick leave accrual rates for staff are changing to 8 hours (one day) per month effective 1/1/11; no existing balances will be impacted
Questions