Are Performance Evaluations Necessary?

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Overview

• Fundamentals of Performance Management

• Aligning Organizational Goals to Employee Performance

• Rater Bias

• Performance Evaluations (Pros, Cons, Alternatives)
My 1st Project

Knowledge

Information

Data
What is the main reason for having an Employee Performance Management System?
If you want people to take responsibility, hold yourself accountable.

Hello, I am accountable.
Employee Performance Management Cycle

**GOAL:**

*Continuous Performance Improvement!*
Aligning Performance Goals

- What are the short-term strategic goals for your organization, department, and work group?

- How does this work get accomplished?

- SMART Goals
Example

City Council’s Strategic Priority for Human Resources:

*Sustainability: Reinvest in a high-performance organization and work culture.*

Human Resources’ Department Strategic Objective:

✓ Evaluate options for ensuring employee benefit programs are cost-effective, competitive, and desired by employees.
✓ Offer relevant training for employees at all levels of the organization.

HR Director’s SMART Goal:

*Develop and implement at least one citywide program designed to enhance leadership development and workplace planning by April 30, 2020.*
Monitoring Performance – Ongoing Feedback

Establish set schedule to meet on a regular basis.

Informal feedback sessions are essential.

How do you handle difficult conversations?

Do you have a work environment where feedback is welcome?
The Annual Performance Evaluation

“The only thing you owe the public is a good performance.”

~Humphrey Bogart

Regular Performance Discussions

• No Surprises

Accurate and Relevant

• No “sugar coating”
• Well-balanced
• Recent events, No history lessons

Factual, Yet Defensible

• Give specific work-related examples
• Concentrate on the tangible behaviors, not perceptions, attitudes, etc.
• State more than a mere conclusion
Examples of Facts Over Conclusions

Example #1:

- **Conclusion:** “Betsy is not a team player”
- **Fact:** “Betsy was the only employee in the department who did not volunteer to help out on the project for customer ABC. The reason she gave was: ‘that’s not in my job description.’”

Example #2:

- **Conclusion:** “Paul deals with his co-workers in an abrasive fashion”
- **Fact:** “Several examples from coworkers, employees, and customers have been provided where Paul has raised his voice in meetings throughout the year. Most recently in an employee meeting on March 4, he said ‘I’m not doing that. That’s your job!’”
Beware of Rater Biases

• **Halo effect:** Performance ratings are based on perceived positive quality, feature or trait

• **Horn effect:** Performance ratings are based on a perceived negative quality or feature

• **Central tendency:** Lack of rating differentiation between employees

• **Leniency:** Less than honest ratings to avoid conflict

• **Recency:** Narrow focus on recent events

• **Similarity/”like me”:** Favorable rating to employees who have similar values or interests to the rater

• **Comparison** – Ratings are based on comparisons with other employees, past or present
Considerations

Set manager expectations with performance goals

If needed, obtain training for you or your managers on employee performance discussions, ongoing feedback sessions, and/or difficult conversations;

Does your employee performance system have defined ‘competencies’; and if not, how are organizational values and/or soft-skills measured? Are they important to measure?

Is your organization ready for a continuous employee performance system?
Are There Alternatives to Evaluations??????

Pros (For Evals):
• Consistency
• Efficiency
• Accountability

Cons (Against Evals):
• Inconsistency
• Inefficiency
• Lack of Accountability

Alternatives:
Employee Engagement:
• Passionate about job and org.
• Discretionary Effort
• Engagement vs. Satisfaction
• If engrained in the work culture, are evals necessary?
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