

Performance Evaluations and Development Process

A Guide for Managers

Introduction

In preparation for the Employee Performance Evaluation Process, we want to remind managers that good, effective performance management is a critical component in the management of our people and a key element in the morale and retention of our best people.

As such, the Performance Evaluation and Development Process is designed to help managers maximize the performance of their staff, and it helps us to:

- ❖ Focus on what is really important by aligning and clarifying department goals for a greater understanding of how our staff contributes to NNMC's success
- ❖ Establish and gain mutual understanding between the employee and his/her manager of performance expectations, and establish accountability and measures for behavior and results,
- ❖ Drive performance improvement and excellence through ongoing performance discussions and feedback, recognize and reward contributions by linking rewards to performance.

The keys to success are in:

establishing clear links between individual performance and the strategy and goals of the College, and improved communications and feedback between manager and staff, including open and honest performance-related discussions.

The Employee Performance Evaluation Process cycle has three key elements:

1. Performance planning and setting expectations
2. Performance tracking and feedback
3. Performance review

Performance Review

This step, the year-end review, compares results against the performance expectations and provides the framework for the employee and manager to review and discuss accomplishments and contributions over the past year. The performance review will be ineffective if it is seen only as a 'piece of paper'. To have maximum impact the review must be clearly communicated and understood, and be seen as fair and accurate. **This is one of the most important functions of a manager's job and requires giving employees objective feedback on their performance and how they contributed to NNMC's success.**

Preparing for Employee Performance Evaluations

1. Set aside time on your calendar now to work on reviews for your team.
2. Provide sufficient time for the employee to complete a self-evaluation for scheduling the face-to-face conversation.
3. Schedule a dedicated time for performance conversations now to limit potential scheduling conflicts.
4. Collect information on employee performance, including project outcomes, customer feedback, and team contributions.
5. Provide constructive and specific feedback, highlighting both strengths and areas for improvement.

Overview of Manager's Role

- ✓ Document performance results
- ✓ Use clarifying comments or specific examples to support ratings
- ✓ Provide feedback on the employee's performance

Managers are responsible for completing a written performance evaluation for each of their direct reports.

It is the manager's responsibility to ensure that the

- ✓ Goals and objectives
- ✓ Opportunities and development
- ✓ Review

are documented on the Evaluation form and accurately reflect the manager's assessment of the employee's performance.

Goalsetting

During the performance evaluation review process, it is a good idea to help your employee define their thoughts and ideas as to areas of contribution and performance expectations for the coming year. The institution's strategic plan should be discussed, as well as the priorities of the department, in order to obtain a sense of direction and priorities.



- Clearly define performance expectations and goals for the employee in alignment with the college's mission and departmental objectives.
- Utilize SMART goals (Specific, Measurable, Achievable, Relevant, and Time Bound) to ensure clarity and trackability. Well written performance goals describe key results on are an important tool in managing performance. By stating what will be done, how and when it will be achieved, and with what outcomes, a clear picture of success emerges.

Development Planning

As part of the Performance Evaluation, an assessment of the employee's strengths or what they do well, as well as areas that need to be strengthened or developed, is also completed by the individual and the manager. The focus here is on the behavior, competencies, and/or knowledge required for success.

When discussing strengths

- Describe positive attributes the employee brings to the job
- Explain what is most appreciated about the employee's performance and/or contributions to NNMC
- Include specific example

Performance Improvement Plan

1. Develop a plan outlining specific steps the employee can take to improve performance
 - ✓ Focus on what can be done to increase effectiveness
 - ✓ Highlight areas for the employee's professional growth and development
2. Suggest resources, training opportunities, or mentorship programs to support the employee's development.

Suggestions:
Coaching Special assignments Cross-training Observation of a "role model" Courses

3. Set clear timelines and expectations for the development plan.

Follow-up and Monitoring

- Regularly check in with the employee to monitor progress.
- Provide ongoing support and feedback as needed.
- Adjust the plan as necessary based on progress and new information
- Continue to track progress and celebrate successes.

Performance Rating

To ensure performance reviews reflect a realistic assessment of the employee's performance and contribution, managers need to:

- ✓ Rate results, not the person
- ✓ Rate the current performance year only
- ✓ Evaluate performance, not potential
- ✓ Rate the employee's work as a whole
- ✓ Beware of managerial guilt
- ✓ Make thoughtful decisions

The advantage of this approach:

- ✓ Helps the employee understand the facts and reasoning underlying the manager's review and allows the employee to indicate differences in opinion.
- ✓ Permits realistic planning for the employee's growth and development

Completing the Process

Managers are required to meet, one-on-one, with each employee to review the end-of-year performance review. During this meeting, it is expected that the discussion will focus on what the employee did well, what aspects of performance can be improved, and what the employee can do to increase his/her effectiveness during the coming performance year

The purpose of this discussion is not to debate the performance ratings, but to focus on actual performance and what can be done to increase effectiveness on the job.

At this all important performance feedback meeting, you, as the manager:

- Creates an environment of open dialogue
- Reviews each goal and competency and describe any areas where you did not agree with the employee's assessment
- Highlights the skills, knowledge, and behavior that impacted performance
- Communicates the overall rating
- Creates a non-threatening environment
- Describe the meeting's purpose and agenda
- Balances positive and negatives
- Focuses on results

- Preserves the employee's self-esteem
- Shows interest and attention
- Identifies next steps
- Ensures commitment
- Summarizes key points of the session

Are you:

- Both prepared for the session
- Meeting in a private area, with no interruptions
- Discussing both pros and cons of the performance
- Discussing improvement
- Asking open-ended questions
- Probing and follow-up questions
- Confronting feelings
- Actively listening and reflecting
- Giving specific and descriptive feedback
- Joint problem solving

At the conclusion of the performance feedback discussion, managers return the Performance Evaluation Forms to the employee for signature. This signature is an acknowledgement that the review was conducted. It does not imply or mean that the employee is in agreement with the contents of the review.

All completed forms are returned to Human Resources for retention and retrieval as necessary.

For questions on the process, please contact Human Resources.

