

Present

Evaluating Performance

**for Victim Assistance Programs Funded by:
New York State Office of Victim Services**

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Previous Webinars

Previous Webinars Related to Evaluating Performance:


Managing and Supporting Staff Remotely	April 14, 2020
Managing Performance Remotely	May 13, 2020
Motivating Staff in the New Normal	June 30, 2020
Coaching to High Performance	July 16, 2020

<https://ovs.ny.gov/vap-training-center>

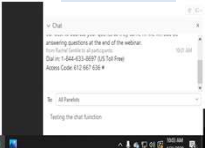
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Chat box is below

Send chat to "all panelists"



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Webinar Objectives

- Learn the true value of effective performance evaluation
- How to develop and plan an effective performance evaluation process
- Key steps for conducting effective performance evaluations
- Using these new strategies in the context of the existing performance evaluation system
- Barriers to an effective performance evaluation process and design strategies to overcome them
- What to do the rest of the year to support the evaluation



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Poll

1. How effective is your performance evaluation system?

*Very Effective, Somewhat Effective, Not Very Effective,
We Don't Regularly Do Performance Evaluations*

2. Do you think your performance evaluation system is open, honest and meaningful?

*Always, Somewhat, Rarely, We don't have a
Performance Evaluation System*

3. How skilled are you in conducting a performance evaluation?

*Very Skilled, Somewhat Skilled, Somewhat Unskilled, I
have never conducted a performance evaluation*



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Study of over 48,000 employees, managers and CEOs

Asked: Is their performance appraisal system useful?

- Only 13% of employees and managers agreed
- Only 6% of CEOs agreed

Asked: Is their performance appraisal open, honest and meaningful?

- Only 17% thought that was always the case



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5 Keys to Effective Performance Management

1. Make it an ongoing process of setting goals and expectations, executing plans and evaluating results
2. Ensure that expectations are specific and mutually agreed upon
3. Increase engagement by involving people in planning the work
4. Consider both how work is accomplished as well as what gets accomplished
5. Provide regular, constructive feedback to increase understanding and performance



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Performance Management and Evaluation Process



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Performance evaluation is a process, not a once a year event.

The primary purpose of the performance evaluation is to motivate the employee to continuously upgrade their overall performance.



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**Purposes / Uses Of The
Evaluation Process**

A. Performance Management:



- Sets expectations
- Documents and measures performance

B. Employee Development

- Sets developmental goals
- Works to continually improve

C. Communication

- What is expected / what quality means
- How well they are doing

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**Purposes / Uses Of The
Evaluation Process**

D. Employee development / motivation

- Good work recognized / appreciated
- Training and coaching – overcoming weaknesses

E. Prevent performance problems

- Expectations are clear
- Problems identified and addressed

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**Purposes / Uses Of The
Evaluation Process**

F. Protect the organization – objective basis for:

- Promotions, transfers, raises
- Discipline, terminations, defending EEO complaints

G. Provide useful data for HR




- Career planning, training needs, succession planning

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Steps In The Performance Evaluation Process

1. Set Measurable Goals and Expectations
2. Observe Actual Behavior
3. Assess / Measure Performance
4. Respond
5. Train and Manage to Develop

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Performance Expectations

Consist of two parts:

TASKS



STANDARDS




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Performance Expectations

<p>Tasks: What the employee is expected to DO</p> <ul style="list-style-type: none"> • The work that is to be done • Where it is done • What equipment, tools or process is used 	<p>Standards: HOW WELL to do the task</p> <ul style="list-style-type: none"> • Work quality • Accuracy / error rate • Timeliness • Cost effectiveness • Appropriateness / effectiveness
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Goals

Present State  **Desired State**

- Meet performance expectations and increase competency in doing job
- Open up opportunities for advancement
- Improve outcomes
- Increase motivation






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Expectations and Goals

Supervisor Role

1. Clearly specify and communicate expectations for tasks, standards and behaviors
2. Communicate how individual expectations and responsibilities align with program and agency goals
3. Help your *direct reports* set clear, measurable performance goals
4. Offer coaching and constructive feedback regarding your employee's performance on a consistent, on-going basis to help them meet expectations and achieve goals






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Expectations and Goals

Employee Role

1. Understand how your role aligns with program and goals, and fully understand expectations
2. Work with your supervisor to set clear, measurable performance goals
3. Monitor your own performance compared to expectations and progress against goals
4. Seek advice and guidance as needed from Supervisor
5. Communicate problems and issues early

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SMART Goals and Expectations

Identify desired *performance* and make it SMART:

- » Specific
- » Measurable
- » Agreed upon
- » Realistic
- » Time bound



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Conducting the Evaluation

STEP 1: Set expectations – identify desired behavior

STEP 2: Observation of actual behavior

Observe employee:

- make observations actual **behaviors**, not attitudes
- be consistent and equitable
- be accurate and document observations, not opinions or beliefs
- be careful when using what you hear from others
- keep records of your observations



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Conducting the evaluation

STEP 3: Assessment – Measuring Performance

Compare observations tasks and standards:



- assess and note tasks where employee is operating to standard, above standard and below standard
- think about issues that are outside of their control
- think about how to share these observations
- think about how to describe this in behavioral, objective terms



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Poll

1. Do employees in your agency complete a self-evaluation:
 - Yes, it's required*
 - It's optional and most do it*
 - It's optional and few do it*
 - It's not an option*
2. If your agency has employee self-evaluations, how useful are they?
 - Very, somewhat, minimal, better not to do them*






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Conducting the Evaluation

STEP 4: Respond

- Employee completes self-assessment (optional)
- Supervisor completes evaluation
- Meet with employee
 - To share assessment and comment on theirs
 - Listen carefully / paraphrase
 - Identify strategies
 - Summarize
- Send to your supervisor for final approval
 - Employee can attach written comments; and you can further comment






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Conducting the Evaluation

STEP 5: Train and Coach

- Why?
- How?
 1. Clarify feedback
 2. Shift to future focus
 3. Together set goals
 4. Create an employee development plan
- Follow up

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Top Signs You Need a New Approach to Performance Evaluation

- Employees do not receive regular feedback
- Supervisors do performance reviews last minute, and as quickly as possible
- Managers use the same language for each review
- Employees' best accomplishments are not captured
- Process does not promote a healthy and open dialogue



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Performance Evaluation Systems Should:

- Train supervisors to provide regular, constructive corrective feedback
- Schedule adequate time to provide thoughtful feedback in the annual review
- Be specific to each employee
 - Capturing accomplishments
 - Including examples of where behavior does not meet expectations, and how that behavior should change
- Be a two-way conversation that includes feedback, listening, problem-solving and goal-setting



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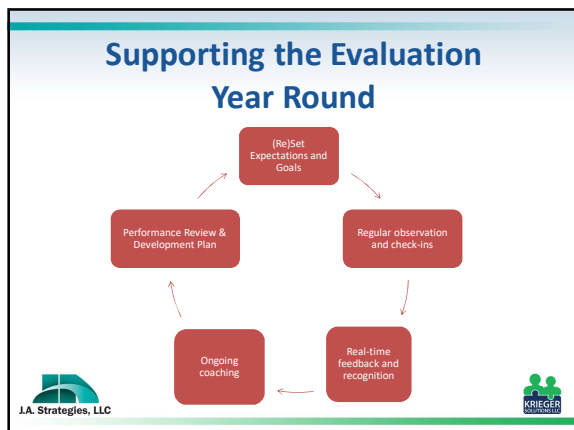
Using Strategies Within Existing Systems

- Use the performance appraisal document and meeting as a discussion starter for annual performance expectations and goals,
- Define your priorities for change areas identified in the appraisal
- Make the discussion two-way, even if the tool isn't
- Include an employee development plan
- Follow up regularly

Always assume that employees want to improve performance as long as they know how they can get there



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- ### Supporting the Evaluation Year Round
- Make the Performance Evaluation a priority and not an afterthought
 - Implement the employee development plan
 - Include goals and action plan steps as part of your supervision agenda
 - Provide regular coaching and constructive feedback relating to expectations
 - Celebrate accomplishments and successes
- J.A. Strategies, LLC KRIEGER UNIVERSITY

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**Office of
Victim Services**

Training & Technical Assistance Request



- Training and Technical Assistance at NO COST to OVS funded VAPS
- Training, coaching and consulting can all occur remotely
- For more information: <https://ovs.ny.gov/training-technical-assistance-request>




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Sample TTAR Projects

- Working with leaders to design or improve your current performance evaluation process
- Drafting new performance appraisal forms that include the 5 steps and SMART standards for effective performance evaluation
- Developing systems that help supervisors follow through on Employee Development Plans
- Coaching or training supervisors to help them set performance expectations and provide effective constructive feedback
- Give supervisors skills to coach employees on their development plan

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Individual Coaching

- No project application required
- Individual Coaching
 - Independent “ear” during transition
 - Explore new strategies and problem-solving ideas

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Questions & Concerns?

Type them into the Chat Box
or email us or schedule a phone call

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- alan@KriegerSolutions.com

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Thank You
for your time and
participation!




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