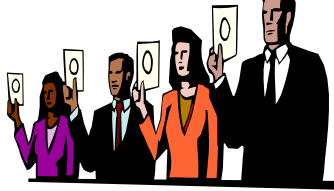


Evaluating Employee Performance



Effective and Legal Performance Appraisal Systems

- Are job-related and based on a job analysis
- Are properly administered
 - Formal
 - Standardized
 - Not too complicated
- Provide specific feedback
 - Focus on behaviors rather than traits
 - Ratings are documented
- Use appropriate raters
 - raters are trained
 - all relevant raters are used
 - Raters used must be relevant and qualified



1. Determine Purpose of the Appraisal



What is the Purpose of the Appraisal?

- Feedback and training (65%)
- Personnel decisions
 - Raises (86%)
 - Promotions (45%)
 - termination decisions (30%)
- Research
- Legal or certification reasons



2. Identify Environmental and Cultural Limitations

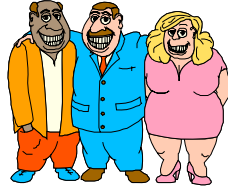


3. Determine who will evaluate performance



Who Will Appraise Performance?

- Upper management
- Direct supervisor
- Peers
- Subordinates
- Support staff
- Customers/the public
- Vendors
- Self



360° Feedback

- Use
 - 28% of organizations (Mercer Consulting, 2005)
 - 65% (William Mercer survey)
 - SHRM Survey
 - 18% for nonexempt positions
 - 29% for exempt positions
 - 32% for executive level positions
- Suggestions
 - 4-10 raters
 - 15 minutes to complete
 - Provide feedback within 6 weeks of evaluation



Agreement Among Raters

Conway and Huffcutt (1997) Meta-Analysis

Agreement Between	Correlation
Two supervisors	.50
Two peers	.37
Two subordinates	.30
Supervisor and peer	.34
Supervisor and subordinate	.22
Supervisor and self	.22
Peer and subordinate	.22
Peer and self	.19

4. Select Appraisal Method



How Will Performance be Appraised?

- Employee Comparisons
 - Rank order
 - Paired comparison
 - Forced distribution
- Results
 - Quantity
 - Accidents
 - Absenteeism
 - Tardiness
- Subjective Ratings



Employee Comparison Methods

- Rank Order
- Paired Comparison
- Forced Distribution



Example of a Ranking Method

Employee	Rating Dimension			Total
	Knowledge	Dependability	Quality	
Clark	1	1	1	1.00
Cochran	2	3	2	2.33
Bailey	3	2	3	2.67
Darden	4	5	4	4.33
Shapiro	5	4	5	4.67

Example of Paired-Comparison Method

Employees	Paired Comparisons	Scoring
Green	Green Briscoe	Green 4
Briscoe	Green Rey	Briscoe 3
Rey	Green Logan	Rey 1
Logan	Briscoe Ceretta	Logan 2
Ceretta	Briscoe Rey	Ceretta 0
	Briscoe Logan	
	Briscoe Ceretta	
	Rey Logan	
	Rey Ceretta	
	Logan Ceretta	

Example of a Forced Distribution

		Roberts		
		Winslet		
	Tilly	Basinger	Paltrow	
Spelling	Stone	Silverstone	Ryan	Hunt
10%	20%	40%	20%	10%
Terrible	Below Average	Average	Above Average	Excellent

Objective Measures

- Quantity of work
- Quality of work
- Attendance
 - Absenteeism
 - Tardiness
 - Time theft
- Safety



Ratings of Performance

- Graphic Rating Scales
- Behavior-Based Methods
 - Behavioral checklists
 - Behaviorally anchored rating scales (BARS)
 - Behavioral observation scales (BOS)
 - Behavioral expectation scales (BES)
 - Mixed-standard scales
 - Forced choice scales

Types of Rating Scales

- Performance based (Extent to which expectations have been met)
 - exceeds expectations
 - meets expectations
- Normative based (Comparison to other employees)
 - above average
 - average
- Frequency based
 - always
 - sometimes



Example of Scale Types

Comparison to Other Employees

Dimension: Refers to Customers by Name

- Much better than other tellers
- Better than other tellers
- The same as other tellers
- Worse than other tellers
- Much worse than other tellers

Example of Scale Types

Frequency

Dimension: Refers to Customers by Name

- Always
- Almost always
- Often
- Seldom
- Never

Example of Scale Types

Extent to Which Expectations were Met

Dimension: Refers to Customers by Name

- Greatly exceeds expectations
- Exceeds expectations
- Meets expectations
- Falls below expectations
- Falls well below expectations

Evaluation of *Road Trip Waiter*

Friendly to customers	1	2	3	4	5
Attentive	1	2	3	4	5
Knowledge of menu	1	2	3	4	5
Uses suggestive selling	1	2	3	4	5

5. Train Raters

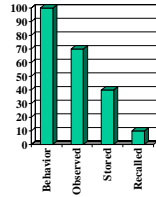


6. Observe and Document Performance



Why Document Performance?

- Forces supervisor to look for behaviors
- Aids in recall during evaluation
- Provides examples to use when reviewing performance
- Provides concrete data to support personnel decisions



Rating Exercise

Who is the toughest rater?

Sgt. Esterhaus

Sgt. Jablonski

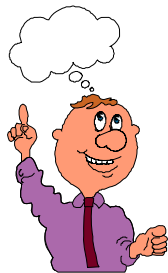
Capt. Furillo

1 is a low rating

5 is the highest rating

What We Tend To Remember

- First impressions
- Recent behaviors
- Unusual behaviors
- Extreme behaviors
- Behavior consistent with opinion



What We Tend to Forget

- Details
- The source of the information



Critical Incidents

- Are examples of poor or excellent performance
- Provide behavioral examples
- Are usually collected through logs
- Employee performance record can be used



Performance Record Example

Dimension	Poor Performance	Excellent Performance
Knowledge of Law		3/17 Arrest procedure ruled OK by court
Report Writing	1/25 accident report contained five typos	1/30 well written report 2/07 well written report
Patrol Performance	3/16 complaint from motorist that officer did not help	

7. Evaluate Performance



Evaluating Performance

- Read critical incident logs
- Obtain and review objective data
 - traffic citations
 - arrests
 - complaints
 - commendations
 - accidents



Common Rating Errors

- Halo or Horns
- Range Restriction
 - leniency
 - strictness
 - central tendency
- Location Errors
 - proximity
 - contrast



Andy Sipowicz					
Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	3	4	<u>5</u>
Patrol Activity	1	2	3	<u>4</u>	5
Citizen Relations	1	2	3	<u>4</u>	5
Judgment	1	2	3	4	<u>5</u>
Bobby Simone					
Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	3	4	<u>5</u>
Patrol Activity	1	2	3	4	<u>5</u>
Citizen Relations	1	2	3	4	<u>5</u>
Judgment	1	2	3	<u>4</u>	5
James Martinez					
Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	3	4	<u>5</u>
Patrol Activity	1	2	3	4	<u>5</u>
Citizen Relations	1	2	3	4	<u>5</u>
Judgment	1	2	3	4	<u>5</u>

John Sullivan					
Job Knowledge	1	<u>2</u>	3	4	5
Report Writing	1	<u>2</u>	3	4	5
Patrol Activity	1	<u>2</u>	3	4	5
Citizen Relations	<u>1</u>	2	3	4	5
Judgment	<u>1</u>	2	3	4	5
Ty Davis					
Job Knowledge	<u>1</u>	2	3	4	5
Report Writing	<u>1</u>	2	3	4	5
Patrol Activity	1	<u>2</u>	3	4	5
Citizen Relations	1	<u>2</u>	3	4	5
Judgment	1	<u>2</u>	3	4	5
Maurice "Bosco" Boscorelli					
Job Knowledge	<u>1</u>	2	3	4	5
Report Writing	<u>1</u>	2	3	4	5
Patrol Activity	<u>1</u>	2	3	4	5
Citizen Relations	<u>1</u>	2	3	4	5
Judgment	<u>1</u>	2	3	4	5

Frank Pembleton					
Job Knowledge	1	<u>2</u>	3	4	5
Report Writing	1	2	<u>3</u>	4	5
Patrol Activity	1	2	<u>3</u>	4	5
Citizen Relations	1	2	<u>3</u>	4	5
Judgment	1	2	3	<u>4</u>	5
Tim Bayless					
Job Knowledge	1	2	<u>3</u>	4	5
Report Writing	1	2	<u>3</u>	4	5
Patrol Activity	1	2	<u>3</u>	4	5
Citizen Relations	1	2	<u>3</u>	4	5
Judgment	1	2	<u>3</u>	4	5
Meldrick Lewis					
Job Knowledge	1	2	<u>3</u>	4	5
Report Writing	1	2	<u>3</u>	4	5
Patrol Activity	1	2	<u>3</u>	4	5
Citizen Relations	1	2	3	<u>4</u>	5
Judgment	1	2	<u>3</u>	4	5

Jon Baker

Job Knowledge	<u>1</u>	2	3	4	5
Report Writing	<u>1</u>	2	3	4	5
Patrol Activity	<u>1</u>	2	3	4	5
Citizen Relations	<u>1</u>	2	3	4	5
Judgment	<u>1</u>	2	3	4	5

Frank Poncherello

Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	3	4	<u>5</u>
Patrol Activity	1	2	3	4	<u>5</u>
Citizen Relations	1	2	3	4	<u>5</u>
Judgment	1	2	3	4	<u>5</u>

Barry Baricza

Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	3	4	<u>5</u>
Patrol Activity	1	2	3	4	<u>5</u>
Citizen Relations	1	2	3	4	<u>5</u>
Judgment	1	2	3	4	<u>5</u>

Lenny Briscoe

Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	3	<u>4</u>	5
Patrol Activity	1	2	<u>3</u>	4	5
Citizen Relations	1	2	3	<u>4</u>	5
Judgment	1	<u>2</u>	3	4	5

Mike Logan

Job Knowledge	1	<u>2</u>	3	4	5
Report Writing	1	2	3	4	<u>5</u>
Patrol Activity	1	2	<u>3</u>	4	5
Citizen Relations	<u>1</u>	2	3	4	5
Judgment	1	2	<u>3</u>	4	5

Ed Green

Job Knowledge	1	2	3	4	<u>5</u>
Report Writing	1	2	<u>3</u>	4	5
Patrol Activity	1	2	<u>3</u>	4	5
Citizen Relations	1	2	3	<u>4</u>	5
Judgment	1	2	3	4	<u>5</u>

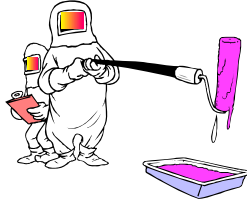
Low Rater Reliability

- Raters often don't agree
- Why?
 - Common rating errors
 - Different standards and comparisons
 - Observation of different behaviors

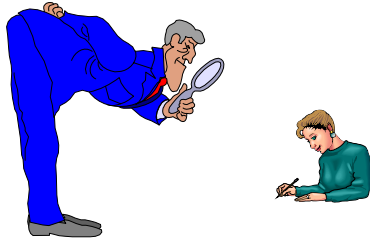


Consider Sources of Contamination

- Shift
- Geographic area
- Supervisor
- Peers
- Equipment
- Incentives
- Training
- Season/time of year



Evaluating Employee Performance Exercise 7.5

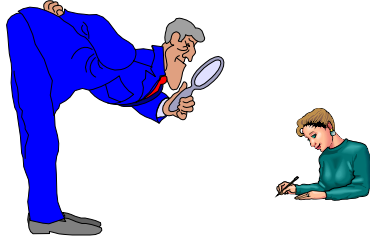


Other Rating Issues

- Evaluation Frequency
 - semi-annual
 - annual
 - more frequent during probation?
- Formal v. informal



Rating Errors Exercise 7.6





Quotes From Actual Performance Evaluations

- Since my last report, this employee has reached rock-bottom and shows signs of starting to dig
- His men would follow him anywhere, but only out of morbid curiosity
- I would not allow this employee to breed
- This associate is really not so much of a has-been but more of a definitely won't be
- He would be out of his depth in a parking lot puddle
- This young lady has delusions of adequacy
- This employee should go far – and the sooner the better
- This employee is depriving a village somewhere of an idiot
- He sets low personal standards and then consistently fails to achieve them

8. Communicate Appraisal Results to Employees



Effective Performance Appraisal Review Interviews

- Employee input prior to the meeting
- High level of employee participation
- Helpful supervisor attitude
- Focus on behaviors rather than traits
- Identification of solutions to problems
- Mutual setting of specific goals
- Consistent application of standards
- Rater is familiar with the employee's work

Prior to the Interview

- Employee Preparation
 - Give blank copy of forms to employee
 - Have the employee rate him/herself
- Scheduling
 - Schedule at least an hour for the performance review
 - Schedule the review in a private, neutral location
- Supervisor Preparation
 - Review ratings and reasons for the ratings
 - Determine goals for the review

During the Interview

- Quiet, private location
- Establish rapport
- Have employee discuss self-ratings
- Discuss your ratings
- Identify problems and determine solutions
- Set goals

Employee Termination



Legal Reasons for Terminating Employees

- Public Sector
 - Probationary period
 - Violation of rules
 - Inability to perform
 - Layoff
- Private Sector
- Employment-at-Will



Violation of the Organization's Rules

- A rule must exist
- Employee must have known about the rule
- Violation of the rule must be proven
- Rule must be equally enforced
- Progressive discipline must occur

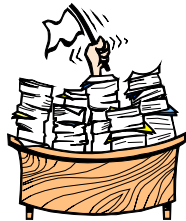


Progressive Discipline

- Punishment must fit the offense
- A reasonable attempt must be made to change behavior
 - Counseling/training
 - Oral warning
 - Written warning
 - Probation
 - Suspension with pay
 - Suspension without pay
 - Transfer
 - Reduction in pay
 - Demotion
 - Termination

Inability to Perform

- Standard of performance
 - concrete
 - reasonable
 - job-related
- Documented failure to meet the standard
 - critical incident logs
 - work samples
 - performance ratings
- Progressive discipline



Employment-at-Will Doctrine

- Concept
- Limitations
 - federal or state law
 - public policy or interest
 - implied contracts
 - covenants of good faith and fair dealing
- At-Will Statements



The Termination Meeting Prior to the Meeting

- Ensure that the legal process has been followed
- Decide how much help you want to offer the employee
- Choose a neutral, private place
- Plan enough time for the meeting
- Schedule the meeting for the beginning of the week

The Termination Meeting During the Meeting

- Get to the point
- Rationally state the reasons for the decision
- Express gratitude for the employee's efforts (if sincere)
- Offer whatever assistance you wish to provide
 - Severance pay
 - Recommendation
- Perform administrative duties
- Ask employee to gather personal belongings and leave

The Termination Meeting After the Meeting

- Maintain your self-esteem
- Protect yourself from guilt by reviewing the facts
- Help other employees cope
 - be honest with them
 - This will avoid "water cooler whispers"
- Avoid negative public statements about the fired employee's character
- Notify all organizational units affected by employee's departure
