

PERFORMANCE MANAGEMENT

The Personnel Ordinance requires an evaluation of each employee's performance at least annually. This also applies to those employees who are at the highest step in their pay range. The performance management process is an on-going cycle. The performance evaluation interview is only one piece of the process. The following has been developed as a tool to assist supervisors in the performance management process and in conducting performance evaluations.

I. THE PERFORMANCE MANAGEMENT PROCESS

A. GOALS OF PERFORMANCE MANAGEMENT

1. Plan for the employee's performance.
2. Let the employee know how well he/she has met department and job expectations.
3. Give the employee credit and recognition for special efforts and above average performance.
4. Facilitate communication between supervisor and employee.
5. Clarify standards and expectations of the department.
6. Assist in improving performance as needed.
7. Plan for future training.
8. Assist in employee development.
9. Assist in department planning.
10. Support for advancement and other employment related decisions.

B. PERFORMANCE MANAGEMENT CYCLE

1. Performance Planning

The purpose of this is to define desired performance and let the employee know what is expected.

- a. Organizational goals are translated into individual job objectives/requirements.

- b. Performance expectations are communicated.
 - 1. Establish expected job results and behaviors.
 - 2. Discuss standards for measuring results and behaviors.
 - 3. Establish follow-up plans.
 - 4. Be specific when communicating goals and standards.

2. Performance Monitoring

The purpose of this is to monitor and support the employee's progress.

- a. It is the responsibility of the supervisor to monitor the employee's performance on an on—going basis.
- b. Observe job behaviors and results.
- c. Document performance.
- d. Conduct progress review discussions.
- e. Ensure performance improvement action plans are developed if needed.
- f. Provide support for performance including feedback recognition, encouragement, coaching, training, etc.
- g. Ensure that there are no surprises for either the employee or supervisor during the evaluation interview.

3. Performance Evaluation

The purpose of this is to formally assess the overall performance of the employee, document the performance, and plan for the future.

II. **CONDUCTING THE PERFORMANCE EVALUATION**

A. PREPARING FOR THE EVALUATION INTERVIEW

1. Year Round

- a. Mutually set standards of performance.
- b. Regularly praise and coach performance.
- c. Periodically review and document performance.

2. Review Facts

- a. Review the employee's classification specifications.
- b. Review the employee's performance based on the job responsibilities and standards of performance set up at the beginning of the evaluation period.
- c. Review documentation.
- d. Consider what you would want to know if you were the employee, i.e., rating, opportunities, policies, performance, etc.

3. Plan the Content of the Interview

- a. Review the past, analyze the present, plan the future.
- b. Discuss the year's accomplishments. Have specific facts and examples to explain your viewpoint.
- c. Discuss what development is needed.
- d. Review what the employee might do to get better results.
- e. Plan for next year.
- f. Determine overall rating.

4. Consider Employee Needs

- a. Consider how to stimulate the employee's efforts to support department goals.
- b. Plan to help the employee understand where development is needed, if any.
- c. Plan to help the employee identify specific steps for development.
- d. Plan to let the employee know how effectively he/she is performing the duties of the position.

5. Schedule Meeting

- a. Schedule the meeting and allow sufficient time.
- b. Arrange for a suitable meeting place, one which allows for you to meet away from other employees.
- c. Encourage the employee to prepare for the meeting.

B. PERFORMANCE EVALUATION INTERVIEW

1. State the purpose of the discussion and ensure it is clear to the employee.
 - a. Stress the importance of performance management.
2. Put the employee at ease by establishing a comfortable, cooperative climate.
 - a. Compare your perceptions with those of the employee. Back it up with facts.
 - b. Encourage the employee to express his/her opinions.
 - c. Gain commitment for specific improvement actions.
3. Evaluate the employee's performance against the established standards of performance using specific examples of job behaviors and results.
 - a. Evaluate the performance, not the person.
 - b. Avoid personality judgements.
 - c. Be specific when giving examples of job performance.
4. Involve the employee by asking for and listening to their input.
 - a. Ask the employee to review his/her performance.
 - b. Avoid arguments.
5. Offer your encouragement and support to the employee.
6. Plan for the next evaluation period.
 - a. Decide on an employee development/training plan.
 - b. Start the performance management cycle over again with setting goals and standards.
7. Closing the meeting
 - a. Summarize what has been discussed and agreed upon.
 - b. Give the employee a chance to react, question and add additional ideas and suggestions.
 - c. Express appreciation for the employee's participation and reinforce the commitment to future plans.

C. FOLLOW-UP TO THE PERFORMANCE EVALUATION

1. Provide the employee with a copy of the performance evaluation, and any work plan developed.
2. Provide the employee a copy of any objectives and standards set for the upcoming year.
3. Forward the completed evaluation to the division and department head for review and signatures.
4. A signed copy of the performance evaluation must be submitted to the Department of Employee Services for inclusion in the employee's personnel file.

The Training and Development Section of the Department of Employee Services has further information and books on conducting effective performance evaluations. Contact the Department of Employee Services if you would like to review any of these materials.

INTERNET LINKS

County Ordinance (<http://www.clackamas.us/code/documents/title2.pdf>)