



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Performance Evaluations

Training for Managers and Supervisors



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Objectives

- Understand what performance evaluations are and what they aren't
- Know why we do them and what they are used for
- Know what to address and what to leave out
- Suggestions on "how to say it"
- Understand and recognize common errors made in writing them
- Know how to fairly and appropriately rate an employee
- How to address those "sticky situations"



City of Portland
Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

What Are and Aren't They?

Typical Characteristics of...	
Feedback	Appraisal
Information	Judgment, Evaluation
Ongoing, Continuous	Periodic, Event-based
Daily	Semi-annually, Annually
Immediate	Retrospective
Informal	Formal
Verbal	Written
Not Linked to Rewards	Generally Linked to Rewards



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Major Problems with Performance Evaluations

- Managers apply rating criteria differently
 - Lacks confidence to be honest and direct with employee
 - Rates employees at a higher level than performance warrants to avoid performance management
 - Fails to use standardized measurement as indicated by the individual bureau (or, lack of standard definition for each of the ratings)
 - Is inexperienced and/or needs training in performance management
 - Doesn't equate rating to back up documentation, (such as 360 degree review, individual improvement comments, etc.)
 - Doesn't really know how the employee is performing (i.e., not checking in)



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Major Problems with Performance Evaluations cont.

- Appraisals late or missed
 - Late appraisals are not meaningful or effective, don't offer opportunity for employee to understand strengths to maintain and weaknesses needing improvement
 - Frequently occur because manager does not know how to deal with a problem – which makes the employee feel devalued
- Appraisals conducted by previous manager did not accurately reflect performance
- Appraisals are sometimes substituted for discipline to address performance issues



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

"I was put on this Earth to accomplish a certain number of things. Right now I am so far behind, I will never die!"



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Why Do We Do Them?

- Give feedback
- Justify and support merit increases and management leave awards for non-rep employees
- Required by some CBAs
- Encourage the continuation of good performance
- Discourage poor performance
- Point of reference and history for a successor supervisor
- Set goals for the employee for the upcoming review year



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Why Must We Do Them Well?

- Shared and/or agreed upon document between supervisor and employee
- Discoverable record to support actions (discipline, discharge)
 - BOLI claims
 - Tort Actions
 - Grievances
 - Discipline



City of Portland
Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

*“Since my last report, this employee
has reached rock bottom . . . and is
starting to dig . . . ”*



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

What to Include / Address

- **Technical / Acumen**
 - Knowledge, training, and skills specific to the job
- **Competencies / Behavioral Skills**
 - Relationships/Attitude/Rapport
 - Attendance/Punctuality
 - Grooming/Dress
 - Productivity
 - Task-focus
 - Good judgment, decision-making



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Individual Exercise

“This employee is really not so much of a ‘has been’, but more of a definite ‘won’t be’”.



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

How to Say It

- Customer service
- Ability to delegate
- Judgment
- Equal opportunity / Diversity
- Financial management
- Listening skills
- Supervisory effectiveness
- Prioritization



City of Portland
Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Group Exercise

*He certainly takes a long time to make his
pointless...*



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Common Errors

- ***Contrast*** – comparing to other employees, rather than what's required by the job
- ***First impression*** – favorable or unfavorable first judgment that is used as the basis for appraising future performance
- ***Recency effect*** – the last two months instead of the entire twelve
- ***Halo effect*** – generalizing from a couple of positive aspects (opposite: Devil effect!)



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Common Errors Cont.

- ***Similar to me effect*** – personality, schools, golf, etc.
- ***Central tendency*** – everyone is average in all respects
- ***Negative or positive leniency*** – rating either too hard or too easy (everyone gets a “Commendable,” regardless of what they really accomplish)
- ***Appraisal doesn’t match reward***



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Performance Rating

- Fight the natural urge to unnecessarily inflate or otherwise sanitize evaluations
- We commonly see
 - poor employees rated as marginally competent
 - marginal employees as satisfactory
 - satisfactory employees as above normal
 - good employees as god-like figures who can do no wrong



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Performance Rating Cont.

- These evaluations don't do anyone any favors; they are meaningless for employees and are potentially dangerous
 - give employees a false sense of security
 - deprive employees of an opportunity to improve and the supervisor (and organization) of the benefits of top performance
- Furthermore, they can provide a discharged employee with an incentive to sue – and
- Make it very difficult to later establish an employee's marginal or poor performance



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Performance Rating Cont.

- *Superior*
 - *Performance significantly exceeds the requirements of the job and is among the highest of the bureau*
 - *Consistently exceeds job requirements and is well above established standards*
 - *Achieves objectives at a superior level and demonstrates exceptional skills/innovation*
- *Commendable*
 - *Performance exceeds job requirements in all major areas*
 - *Performs significant work above the responsibilities of the job*
 - *Achieves performance objectives, often beyond expectations*
- *Effective*
 - *Performance meets job requirements in all important areas*
 - *Performance consistently meets job requirements*
 - *Achieves performance objectives as stated*
- *Needs Improvement*
 - *Performance is below job requirements in important areas and immediate improvement is required*
 - *Performance in one or more skill areas is less than expected and needs improvement*
 - *Additional training or learning is required in order for objectives to be achieved*
- *Unsatisfactory*
 - *Performance is significantly below job requirements in several important areas*
 - *Performance in most skill areas is substantially weak*
 - *Performance objectives are not met, even under close supervision; termination or reassignment should be considered*



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

Rating the Employee

- Some bureaus use overall – or cumulative – ratings in performance evaluations – does yours?
- How do you effectively combine the rating from several sections into one overall rating?



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

What If?

The employee...

- Won't sign the appraisal?
- Wants you to make changes to the appraisal?
- Wants to write on the appraisal?
- Wants their union representative present?
- Won't complete the self-evaluation form?



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

To Summarize...

- Understand what performance evaluations are and what they aren't
- Know why we do them and what they are used for
- Know what to address and what to leave out
- Suggestions on "how to say it"
- Understand and recognize common errors made in writing them
- Know how to fairly and appropriately rate an employee
- How to address those "sticky situations"



City of Portland
Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

"Some drink from the fountain
of knowledge, but Pat only
gargles."



City of Portland

Bureau of

Human Resources

Knowledgeable | Helpful | Responsive

QUESTIONS??