Workshop Objectives

This workshop is designed:

- To ensure participants develop an understanding of Performance Management and Performance Evaluation;

- To review Manager and Employee accountabilities; and

- To provide insights regarding the components for evaluation:

  - Review of Performance Objectives;

  - Demonstration of Human Resource Competencies;

  - Assessment of Professional Development Plan; and

  - Focus for a new Development Plan.

Performance Management is the process through which:

- Employee behaviour becomes aligned with organization goals and objectives.
- Employee performance is evaluated.
- Performance improvement is achieved and organizational improvement is achieved.

Performance Evaluation is the periodic review of employee performance in comparison with expectations designed to:

- Provide feedback to employees regarding their performance.
- Identify opportunities for improvement.
- Create & commit to specific development plans.

Performance Management VS Performance Evaluation

Performance Evaluation is a cycle involving:

- Employee & Manager accountability
- Establishing specific and measurable individual goals that contribute to department, program & organization goals.
- Developing shared expectations between employees and their supervisor.
- Employee/supervisor dialogue, regular feedback and coaching on performance
- Supporting employees to achieve work goals, key competency areas and personal learning plans.
- Promotion of results/outcomes linked to organizational Strategy.

Principles

The Employee Performance and Development Planning process is based on the attached principles.

What is the impact when performance is not assessed fairly or effectively?

- Employees do not know what they must do to become better

- Strong performers lose motivation

- Poor performers have no incentive to become better

- Can't target training when no areas requiring improvement have been identified

- Training dollars not used effectively

- Employees resent not being treated fairly – resent other employees who get good ratings without working for it.

- Creates a negative organizational culture

- Good performers leave.

- Reputation of manager is impacted as team performance suffers

- Initiate the formal performance evaluation process;

- Provide the necessary context and clarity

- Initiate regular reviews of the plans;

- Set work expectations and manage employee performance;

- Create an environment that is conducive to open discussion and communication;

- Maintain an ongoing performance file for each employee;

- Arrange and conduct the formal performance evaluation interview; and

- Provide final ratings after hearing & considering employee input.

Manager's Accountability

The Manager's role is to work in partnership with his/her employees

1. Interpretation of Standards

2. The "Cluster" Tendency

3. The Isolated Incident

4. The "Halo" Effect

5. The "Contrast" Effect

6. The "Recency" Effect

7. Rating the Job and Not the Individual

8. Length of Service Bias

9. Personality Conflicts or Personal Bias

Rater challenges

Rater problems are one of the key areas of discontent regarding Performance Evaluations

- Be clear on expectations, clarifying when necessary

- Monitor own progress on goals throughout the reporting period

- Advise manager of roadblocks or challenges interfering with progress

- Request support from manager when necessary

- Actively participate in regular feedback and coaching opportunities on performance.

- Request feedback when it would assist in improving performance

- Keep notes on achievements and challenges throughout the reporting period

Employee's Accountability

Manager:

- Clarify expectations at beginning of the year: SMART Goals
- Clarify support required to meet expectations (Training, mentoring, resources, etc.)
- Make notes of changing circumstances which impact achieving objectives
- Keep accurate records on employee performance.
- Set a time and place for the interview when you will not be interrupted
- Advise the employee well in advance of the time and purpose
- If you choose to do so, have the employee prepare an evaluation of their own achievements and performance.
- Honestly assess your own contribution to the employee's success or failure in meeting standards.

Before the Interview

Preparing properly for the interview will make it easier to manage it effectively

Manager:

- Plan the interview with adequate detail and allow plenty of time.
- Gather the necessary objective data and review it.
- Review employee self-evaluation.
- Plan what topics you are going to discuss.
- Consider level and experience of employee when planning.
- Review yourself for Rater Bias

Before the Interview

- Put the employee at ease and establish rapport.
- Explain the overall purpose of the performance evaluation, i.e., to review results, behavior and development.
- Explain the factors used to assess performance:
  - The objectives set at the start of the year.
  - Performance indicators & metrics measuring results.
  - Behaviour on the job (Competency Evaluation) and;
  - Progress related to development.
- Explain that together you will review important results, accomplishments, behaviors demonstrated, and opportunities for improvement.

During the Interview

Allow no interruptions during the interview. Your employee deserves your full attention

- Refer to performance indicators and metrics to achieve alignment regarding the assessment of results.
- Provide specific examples of behaviors, both positive and unsatisfactory. Do not use generalities.
- Review development
- Encourage the employee time to present his/her perspective on their performance:
    - What do they think of their results?
    - What has been their most important accomplishments?
    - What examples can they provide for competencies that they demonstrated well?
    - Which competencies do they need to improve?
    - What did they accomplishment regarding their development plan?
    - What do they suggest for the focus for their development plan for the coming year?

During the Interview

Use Engagement and Constructive Feedback techniques during the interview

- Acknowledge accomplishments

- Discuss problems encountered

- Agreement about potential performance improvement opportunities

- Discussion how current performance is in line with long term career goals

- Specify action plans for the coming year

- Do not rush the interview or do all the talking.

- Do not get sidetracked or bogged down in detail.

- If the employee's performance was unsatisfactory or needs improvement, ask him/her the reason and how they can improve in the future?

During the Interview

- Listen positively; pursue new information or suggestions the employee offers
- Provide positive and negative feedback based on results
- Realize that some "facts" may reflect unconscious assumptions or attitudes toward the employee
- Record all the key points, goals, objectives and target dates mutually agreed upon (SMART)
- Summarize:
- Provides clarity regarding accomplishments and the ratings achieved
- Employee`s overall performance
- Review objectives and goals for the new performance evaluation period
- Expectations regarding performance standards
- Supports the supervisor will provide
- Set a specific time to complete the actual document to the employee for signature
- Reassure the employee of your interest in his/her progress and indicate willingness to have continued communication.

During the Interview

Ensure that any Objectives set during the interview are SMART:

Specific

Measurable

Achievable

Relevant

Time Bound

SMART Goals and Objectives

The foundation for developing and assessing objectives.

S   **Specific:** Be specific defining what needs to be achieved.

M   **Measurable:** Define the criteria and metrics for measuring success.

A   **Achievable:** Set objectives that are challenging and attainable.

R   **Relevant:** Design objectives to contribute to goal achievement and are aligned with WA strategies.

T   **Timebound:** Set defined timelines to monitor progress & complete on time.

How to make a SMART goal?

Specific: Be specific defining what needs to be achieved

Coordinate & Implement a new Management information system with the help of consultants to integrate the different processes of the WA into one platform by the end of fiscal year 2022-2023, which will improve the efficiency of processes by 40%.

Achievable: Set objectives that are challenging and attainable

Time bound: Set defined timelines to monitor progress & complete on time

Measurable: Define the criteria and metrics for measuring success

Relevant: Design objectives to contribute to goal achievement and are aligned with WA strategies

How to make a SMART goal?

Specific: Be specific defining what needs to be achieved

Measurable: Define the criteria and metrics for measuring success

Achievable: Set objectives that are challenging and attainable

Ensure that **at least 90% of all staff** of **every unit are trained** on **how to use the new information system** by **the first quarter of the fiscal year 2023-2024**

Relevant: Design objectives to contribute to goal achievement and are aligned with WA strategies

Time bound: Set defined timelines to monitor progress & complete on time

How to make a SMART goal?

Specific: Be specific defining what needs to be achieved

Measurable: Define the criteria and metrics for measuring success

Achievable: Set objectives that are challenging and attainable

Reduce the time taken to purchase supplies by 20% by keeping a detailed database with inventory, prices and suppliers to be used as reference to eliminate the time spent on shopping for supplies.

Relevant: Design objectives to contribute to goal achievement and are aligned with WA strategies

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Goal that does not meet SMART criteria

Create time management goals and task lists, along with personal deadlines to ensure that all administrative tasks are completed before the end of week.

Exercise # 1

1. Employee:
Please ensure one of your goals has been expressed in the SMART format.

2. Share your achievements regarding this Goal

3. Provide yourself a rating

1. Manager:
Provide feedback regarding the achievement

2. Confirm the rating or discuss a different rating providing the rationale for your assessment.
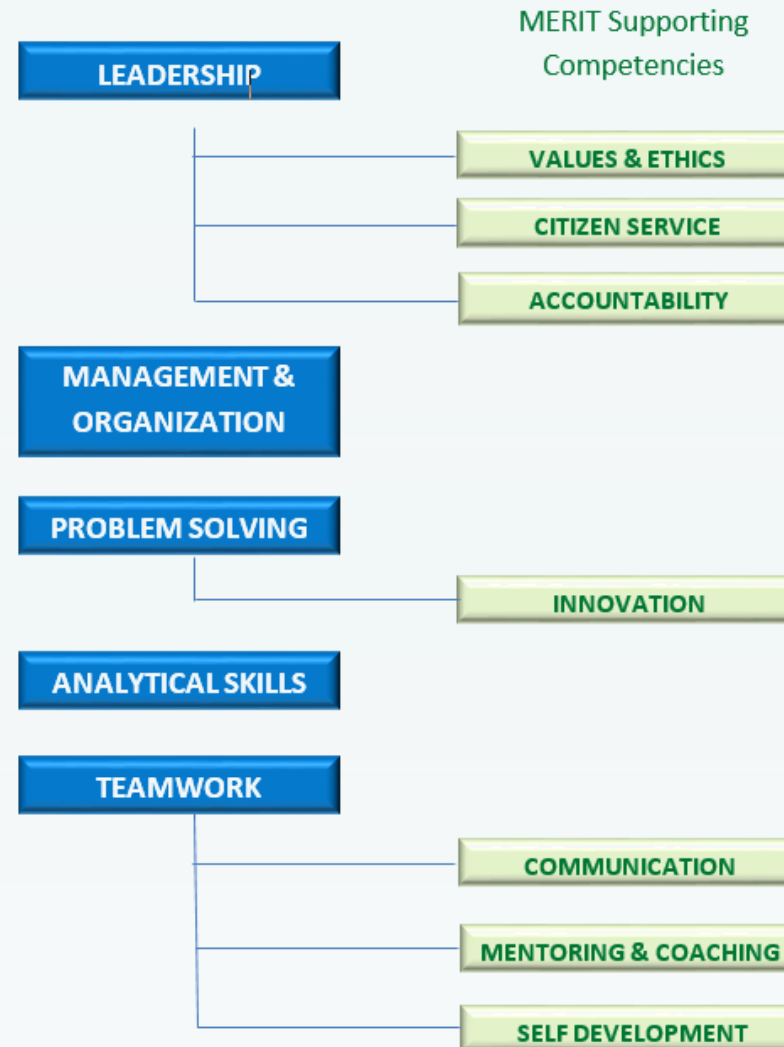
SMART Goals & Objectives

Competencies Defined

- Competencies are observable abilities, skills, knowledge, motivations or traits defined in terms of the **_behaviours_** needed for successful job performance.

- Core Competencies: those competencies required for all employees to be successful within an organization, and for the organization to achieve its objectives.

- Functional /Technical Competencies: those competencies required for successful job performance in a specific role or position in addition to the core competencies.

Mandatory & Supporting Competencies

MERIT Competencies and Civil Service Council mandated competencies

MERIT Supporting Competencies

LEADERSHIP
- VALUES & ETHICS
- CITIZEN SERVICE
- ACCOUNTABILITY

MANAGEMENT & ORGANIZATION

PROBLEM SOLVING
- INNOVATION

ANALYTICAL SKILLS

TEAMWORK
- COMMUNICATION
- MENTORING & COACHING
- SELF DEVELOPMENT

Exercise # 2

Communication

Manager:

Can you provide me two examples from this past year, which demonstrate your skills with respect to communication?

Employee:

Response

Employee and Manager:

Discuss the appropriate rating.

Listens & clearly presents information

Listens actively and objectively without interrupting.

Checks own understanding of others' communication (e.g., repeats or paraphrases, asks additional questions).

Presents appropriate information in a clear and concise manner, both orally and in writing.

Exercise # 3

Manager:

Can you provide me two examples from this past year, which demonstrate your skills with respect to problem solving?

Employee:

Response

Employee and Manager:

Discuss the appropriate rating.

Problem Solving

Follows policy, regulations and guidelines to determine an appropriate course of action during day to day work

Gathers information pertinent to the situation.

Recognizes when there is a need to consult with others

Exercise # 4

Manager:

Can you tell me about two times in the past year, where you were an effective contributor to a team? What was the purpose of the team? What was your specific contribution?

Employee:

Response

Employee and Manager:

Discuss the appropriate rating.

Builds trust in relationships by open, honest communication, sharing pertinent information and meeting commitments.

Understands the need for collaboration

Actively listens to understand others' point of view.

Contributes opinions and information willingly. Respects opinions and contributions of others.

Makes and keeps commitments. Does their share of the work.

Displays willingness to learn from others.

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Exercise # 5

Manager:

Can you share your success regarding your professional development objective for the past year?

Employee:

Response

Employee and Manager:

Discuss the appropriate rating.

Exercise # 6

Manager:

What professional development would you like to focus on in the coming year? What will make the biggest difference in your performance?

Technical
Human Resource Competencies

Employee:

Response

Professional Development

- Complete and sign documents as committed during the interview

- Reinforce the interview with on-going contact on the job.

- Track follow-up agreements and commitments.

- Follow up on training and development commitments.

- At the beginning of the next discussion, review progress made toward improvement and give examples of where the employee`s efforts have been effective.

After the Interview

Documentation and Follow Up are the responsibility of the Supervisor

SUMMARY

It is incumbent upon each employee, regardless of level or category, to perform in an exemplary manner reflecting the principles and values of the Agency. Used constructively, this program of performance evaluation can prove to be a valuable tool regarding individual career advancement, and result in increased productivity throughout all areas.

In partnership with **Canada**

MERIT
A CESO AND WUSC PROGRAM

Mongolia:
Enhancing Resource
Management through
Institutional Transformation

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