

STAFF PERFORMANCE AND DEVELOPMENT APPRAISAL GUIDELINES

Human Resources Office



FORMAN CHRISTIAN COLLEGE
(A CHARTERED UNIVERSITY)



PERFORMANCE MANAGEMENT

- Establishes
 - A shared understanding about what is to be achieved
 - An approach to leading and developing people which will ensure that it is achieved.
- Comprises of:
 - Performance Planning
 - Performance Monitoring and Coaching
 - Performance Review
 - Employee Development



PURPOSE

- The primary purpose of the PM system is to support staff to enable them to make more of a difference.
- It is the system by which individual performance is planned, monitored, guided, evaluated and rewarded.



BENEFITS FOR FCCU

- Ensure consistency
- Improve cost effectiveness
- Increase management accountability
- Create a clear link between individual, team and organizational objectives
- Valuing and developing staff
- Getting the right things done
- Focus on the important things



BENEFITS FOR EMPLOYEE

- Clarity on what and how they do their job
- Help in improving performance
- Focus on Learning and Development and Career Development
- Feedback on how they are performing



STEPS IN PERFORMANCE MANAGEMENT

- Performance Planning
- Performance Monitoring and Coaching
- Performance Appraisal



JOB DESCRIPTION

- The Job Description defines the scope and parameters of the work the employee may be expected to carry out and the capabilities needed to do the work. Both the supervisor (Manager) and the employee (supervisee) should review the current Job Description to:
- Obtain an understanding of all responsibilities & tasks in a particular position
- Verify the accuracy of current duties, responsibilities and organizational objectives



JOB DESCRIPTION

- Determine high & low priority activities
- Identify expectations about performance outcomes.
- Identify support/supervision/collaboration
- Clarify technical and behavioral competencies/Job Traits
- Key contacts and relationships
- JD is regularly reviewed for accuracy



PERFORMANCE OBJECTIVES / GOALS

- What needs to be accomplished – the **Objectives/Goals**
- How to accomplish the objectives?- the **Activities**
- When will the employee accomplish the objectives? – **Time**
- Support Requirements - financial, managerial, collaborative
- Results/Measure of Success
- **Competencies/Job Traits** that need to be demonstrated
- Objectives should be S.M.A.R.T



PERFORMANCE OBJECTIVES / GOALS

- Specific
- Measurable
- Achievable
- Relevant
- Time bound



PERFORMANCE MONITORING & COACHING

- Ongoing communication about performance and performance expectations
- Adjustment of organizational and unit/team priorities
- Exchange of information on individual priorities and progress
- Observation, formal and informal feedback, coaching, written documentation

PERFORMANCE APPRAISAL





PERFORMANCE APPRAISAL

- Gather relevant information about performance
- Assess performance for a performance period accurately and fairly
- Discuss specific organizational, unit, team, and individual objectives
- Determine whether employees are meeting performance expectations



PERFORMANCE APPRAISAL

- Guide employees in meeting performance objectives and expectations
- Recognize achievement;
- Identify development needs
- Examine possible causes of performance problems and develop solutions
- Incorporate competencies and behavioral anchors



EFFECTIVE FEEDBACK

- Base feedback on specific, concrete and observable behavior.
- Good feedback is Timely.
- Adopt and communicate a helpful attitude.
- Provide a balance between positive and constructive feedback.



EFFECTIVE FEEDBACK

- Discuss the impact or consequences of the performance
- Ensure understanding of the feedback by asking for the receiver's input or response to it.
- Discuss concrete actions to be taken to make necessary corrections.
- Give constructive feedback in private.



BENEFITS OF GIVING EFFECTIVE

- Feedback is an opportunity for you to continue communicating expectations
- To learn what obstacles may be preventing your staff from accomplishing the goals
- You will be in a much better position to keep your staff/unit on track with the Goals
- A good coach is someone people value and seek out
- It can be a source of respect and high regard



RISKS OF NOT GIVING EFFECTIVE

- People who get no feedback become discouraged, confused and frustrated
- People may just keep doing things incorrectly
- It is stressful for both the manager and the employee
- You find yourself having to fix the same problems again and again
- Your team and your performance will suffer

WRITING THE APPRAISAL USING THE STAR MODEL



Situation/Task = Why?

Action = What done and how done?

Result = Effect of Action?



WRITING THE APPRAISAL USING THE STAR MODEL

- S/T: Situation/Task
- A/R: Action/Result-Current Performance
- A/R: Action/Result-Desired or Improved Performance

STAR QUIZ EXERCISE



- Simon collaborated and built commitment with various stakeholders in developing a program guide that can be used as a framework for conducting reviews of partner organizations.
- You are doing a great job. Keep up the good work.
- Waheed is a valuable employee to FCCU.
- Nina has consistently produced poor quality work. Her excessive use of the sick leave policy has caused her to miss important deadlines for her clients.
- Sarah effectively engages other departments by finding innovative solutions to address their challenges, by listening to them, trying to understand their unique and diverse needs. As a result of her efforts, feedback from other departments indicates that she meets expectations, delivers results on time and effectively provides assistance.



COACHING TOOLS

GROW MODEL

G goal of the session

R reality of the current situation

O options the employee can take

W willingness to follow through



COACHING TOOLS

EAR Model to help Listening

E explore another person's perspective

A acknowledge what you heard the other person say

R respond with your commentary back

<https://www.youtube.com/watch?v=4dYLaoI5UFM>



PERFORMANCE RATINGS

Significantly Exceeds Requirements

The employee consistently, i.e. more than once or twice, goes beyond the bounds of his/her job description and goals. Employee designs, develops and implements new things that benefit the organization; s/he provides leadership in extraordinary ways; s/he assumes greater responsibility than is called for by the parameters of the position. It is very important to have documented illustrations of excellence.



PERFORMANCE RATINGS

Fully Meets all Requirements

The employee consistently demonstrates good performance with a willingness to learn and grow. Initiative and outputs are dependable and of high quality as per the stated requirements.



PERFORMANCE RATINGS

Meets Most Requirements

The employee demonstrates good performance in most areas, but needs improvement in at least one area which is critical to the position. Initiative and outputs are generally good, as per stated requirements. The employee is competent & knowledgeable in most aspects of his/her work but needs significant improvement in at least one critical area of the job.



PERFORMANCE RATINGS

Below Requirements

The employee's performance is seriously deficient in a number of areas, and repeated attempts to improve performance have failed. It is important to document concrete examples of poor performance.



COACHING FOR IMPROVED PERFORMANCE

- Clearly describe the specific performance issue to be addressed using specific examples
- Get agreement on the performance issue – don't move to problem solving until an agreement is reached that there is a performance issue
- Explore causes – identify the reasons and root of the performance problem. Listen and suspend judgment.
- Generate possible solutions
- Identify action steps to be taken by both the manager and employee
- Set up a process to monitor progress.



POINTS TO REMEMBER

- **Preparing for the discussion** – the success of a review depends on how well you and the other person prepare
- **Keeping performance reviews positive and a learning experience** – key themes are continuous improvement, learning and development.
- **Using performance data and behavioral examples** – STARs and other results-oriented data collected throughout the cycle ensure the review is based on facts.
- **Shared Responsibility**– success depends on the quality of coaching, reinforcing, feedback and data collecting (STARs) that has taken place throughout the cycle by both the employee and the manager.



POINTS TO REMEMBER

- Sometimes the Goals and JD may be similar depending on the nature of work
- Don't feel constrained by the form – it is simply a tool to give you multiple options to capture progress against the full range of work priorities
- The main focus is to articulate and discuss whether performance expectations were met and to identify development needs
- Ratings should be based on whether the overall agreed upon performance expectations were met for that year



THANK YOU!