



Performance Evaluation

UNLOCK YOUR EMPLOYEE'S 5-STAR POTENTIAL!

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Meet Your Presenter:

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Niki Ramirez is the Founder and Principal Consultant at HR Answers, a consulting firm dedicated to providing impactful yet practical human resources advice and support to Tribal enterprises, governments and entities of all sizes.

Niki is a dual-certified HR professional with experience spanning over 20 years, including: serving in operational leadership roles, adjunct business faculty member, and as a human resources executive for a Tribal Enterprise in Arizona. Niki carries with her a strong desire to educate and empower employees and their leaders to work in partnership to design and implement meaningful human resources programs that drive the success of their organizations.



Today's Goals

- Discuss what being a **great team leader** has to do with performance appraisal;
- Explore the **purpose** behind performance appraisal process;
- Consider the **benefits** of using the performance appraisal system to communicate and set goals;
- Share resources: **performance evaluation checklist, tool and forms**
- **Discuss best practices** in preparing a written evaluation document, and conducting your appraisal meetings.

Let's Get Started



Leadership's Impact on Performance

First Things First

- ✓ The behavior of the leader affects the team's success.
- ✓ The behavior of the leader affects employees' success.
- ✓ Leaders are only successful through the efforts of their team.

Leadership Behavior ...



... Determines many of the outcomes related to employee behavior and success.

The Key to 5 Star Performance

Employees who have **great leaders** are more likely achieve personal success in their jobs because:

- ✓ They **understand what is expected of them** on the job
- ✓ They **feel confident communicating** with their leader
- ✓ They **understand how they fit into** organizational goals

Leadership Self-Check ...



Questions leaders can ask themselves:

1. Am I a strong communicator?
2. Do people generally understand what I want them to do?
3. Do I care about my team members' success?
4. How do I support my team?
5. Do I consider myself a person who “works well on teams”?
6. Do I treat all team members pretty much the same?

Desirable Leadership Qualities

- Does your team know where it is going and what success looks like? [*visionary*]
- Would your team members follow you, no matter what the task? [*trust*]
- Do you do what you promise to do? [*follow-through*]
- Do you people understand what you tell them? [*good communication*]

[visionary]

- Set goals based on your organization's mission and vision
- Communicate goals across the organization and ensure understanding
- Work with team to develop strategic plans and goals
- Ability to inspire action to achieve goals



[trust]



- Knowledgeable about company programs and goals
- Take responsibility to solve problems
- Establish your reliability
- Deal honestly and be up-front with employees

[follow-through]

- Do what you promise (If you cannot fulfill a promise, explain why not)
- Stay organized and update team members on projects and changes as needed
- Create an environment that supports your goals
- Be reflective



[good communication]

- Listen and actively seek to understand others
 - Ask clarifying questions as needed
 - Take notes
 - Don't let your mind wander
- Present your own ideas effectively and professionally
- Plan *purposeful* communication
- Give and receive feedback



Leadership Success Indicators

- You enjoy being a part of the team
- Team members follow your example
- Employees consistently go above and beyond
- Your own team leader expresses appreciation for the way you guide your team
- You can see your efforts positively affect employee success

Performance Evaluations: Tips, Tools and Mistakes to Avoid

Now... Let's Talk Best Practices

- **Why** do we conduct performance evaluations?
- **How** should we discuss performance?
- **When** and **how often** do you deliver a performance evaluation?
- **What** is the proper tool to use?

Benefits of Conducting Performance Evaluations

- ✓ Employee Career Development
- ✓ Workplace Achievement Recognition
- ✓ Organizational Development / Goal Achievement
- ✓ Open clogged lines of communication
- ✓ Reinforce positive behaviors
- ✓ Alleviate fear

Performance Evaluations: Top Tips for Success

- Balance your message: don't be condescending and don't be only positive
- Avoid blame
- Don't use the word "repeatedly"
- Only give *sincere* compliments
- Remember that your mind set impacts your reviews

What to Say ...

1) Be specific.

- Avoid using the words “always” and “never”



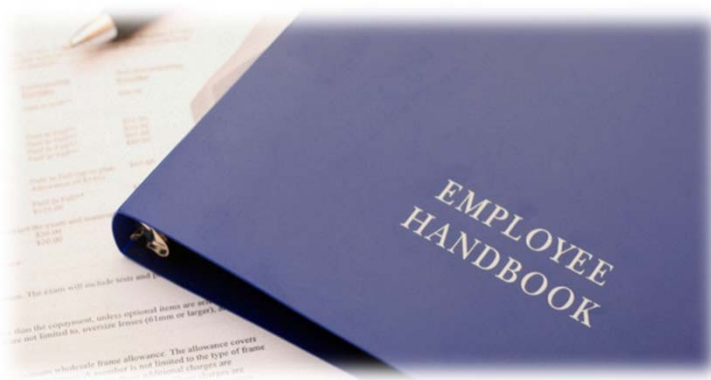
What to Say ...

2) Consider this: stop using the term “constructive criticism.”

- Use the “Like best” and “next time” method instead

What to Say ...

- 3) Use verbiage from your employee handbook, procedural and training documents, and the employee's job description.



What to Say ...

- 4) Remember that poor word choice can trigger negativity.



Tips for Managing Difficult Reactions

Employees may become emotional

- Give them time to reflect and relax before responding
- Take threats seriously
- Stay calm
- Don't let the employee change the subject
- Take notes
- Breathe

Avoiding Pitfalls & Mistakes



5 Biggest Mistakes

- 1) Lack of preparation
- 2) Waiting for the appraisal to provide feedback
- 3) Inappropriate time span
- 4) Overemphasis on uncharacteristic performance
- 5) Not using established programs



Activity: Common Rater Errors

- Halo effect
- Pitchfork effect
- Central tendency error
- Leniency or strictness error
- Recency error
- Length of service bias
- Personal competitiveness bias
- Contrast error
- Rater bias

Sample Policy, Tools & Forms

To receive your samples and tools visit:

www.HRAnswers.org/performance

Provide your email address and we'll send an immediate download link.

TEXT 444999 to Sign Up for Text Alerts:

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What questions do you have?

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