



**AAHH!  
WHERE CAN I GET  
HELP WITH MY  
PERFORMANCE  
REVIEWS!**

## **PERFORMANCE APPRAISALS SUGGESTED STEPS**

### **PREPARATION FOR REVIEW**

1. Read this entire PREP Package (you have copies of every review plus a blank one for each position)
2. Give a blank review form to each of your team members, asking **them to fill it out with their own comments on every objective and competency.**
3. Give them a deadline to return the form to you
4. **Tell them that Achieving Expectations is a lofty accomplishment. WE expect a great deal from our staff. Be proud of an AE. An Exceeds Expectations is reserved for years in which they WOW and blow their boss away.**
5. **Tell them that this is not a merit review, this is simply a formal, protected time, gauge of their performance**

1. Gather the individual's job descriptions and/or any disciplinary actions, tracking reports, attendance records or kudo letters etc. Anything that may help you create an accurate picture of the employee's performance over the past year.
2. Review any written records, file notes from last year.
3. Review the review form alone when you get it back from the employee.
4. Write out your review. Think out what you need to tell them and any tactics you can provide to help them improve.
5. Solicit ideas from other staff with whom the employee has contact.
6. Set a date to do the review with the employee.

**BEFORE YOU CONDUCT THE REVIEW- if you want HR to read the review and offer tips and suggestions to enhance it, please give it to Peri at least 24 hours prior to when you are delivering the review.**

### **CONDUCTING THE REVIEW**

1. Set the proper climate for discussion. Quiet, no cell phones, confidential, etc.
2. Clarify and/or confirm the purpose of the meeting.
3. Review results/accomplishments and status/assessment of the performance on each

section.

4. Clarify any changes.
5. Give overall reaction to employee work performance.
6. Determine areas of agreement.
7. Clarify expectations in areas where there is a difference of opinion.
8. Reach agreement.
9. Discuss problem areas and areas for training.
10. Develop action plans as needed.

**Turn original signed performance reviews to HR**

**THIS IS KEY!** Monitor implementation of any plans agreed upon during review.

# DANGER ZONES

## What do I need to watch for in this process?

- Do not skimp on the time you spent with each person, this is a once a year event, and it is worth it. **NOTHING is more important than our people.**
- Don't forget the positive- be just as thorough when documenting what someone did right as you are when someone did wrong. Don't write "great with customers" that doesn't tell the person what specifically they should keep doing with customers, and what you appreciate. Don't put poor customer interactions- spell out what you see. (talking too fast, argumentative, not listening etc. etc.)
- Make sure you know the WIIFT with each employee who reports to you. What's In It For Them. If you don't know before the review, make sure you find out during the review, what motivates that person, it may not be what you think it is
- Beware the Halo or Pitchfork effect- this happens when the last experience you had with the person you are reviewing was either really good or really bad and you let it color your review of the entire year.
- Follow through- the review becomes a meaningless document if you both sign it and never see it again. Managers and employees should keep a copy and review it periodically in order to ensure progress is being made and tactics are being carried out in the right way.
- BE S.M.A.R.T. Don't just write "good job" or "please improve on this". Tell them how by giving tactics. Tactics should be **S.M.A.R.T. Use the sample tactics on the next few pages, or read over them to get an idea of how best to coach your person.**

**S-** Specific - don't be vague- tell them what they did well or need to do better

**M-** Measurable – either with numbers or what behaviors do you see that you don't want to see and what behaviors do you not see that you wish you did see in this person.

**A-** Achievable - be realistic about what they can and can't do

**R-** Relevant - make sure this is job related not personal

**T-** Timely- when should they do this, for how long? Weekly? Monthly? Daily?

## Sample Tactics

Whether you are asking someone to improve and develop behaviors or you are trying to help them make a positive competency even stronger; giving and agreeing to specific tactics is the key to a

successful review. These are just ideas, starting points if you will, if you aren't sure how to encourage the behavior that you are looking to see in a staff member.

## **CORE COMPETENCIES –For use with any Galveston County Employee**

### **1. Judgment/Decision Making**

Demonstrates consistent logic, rationality, and objectivity in decision making. Achieves balance between quick decisiveness and slower, more thorough approaches, i.e., is neither indecisive nor a hip-shooter. Shows common sense. Anticipates consequences of decisions.

- **Positive Tactics**

Become a mentor for another team member—the manager should have an idea of whom and follow up with the process

Take on additional leadership role with minor staff

Special Projects, take something off supervisor's plate

- **Developmental Tactics**

Run decisions past supervisor first

Keep a weekly log of primary duties that week and review each Monday with supervisor

Create a report card for their staff and/or outside contacts. The person will find out about how others feel his/her decisions —follow up on feedback

### **2. Communication – Oral**

Communicates effectively one to one, in small groups and in public speaking contexts.

Demonstrates fluency, “quickness on one's feet,” clarity organization of thought processes, and command of the language. Easily articulates vision and standards. Keeps people informed.

- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process

Give presentations to team or mini training sessions

- **Developmental Tactics**

Practice speeches/demos in front of supervisor

Give smaller update style presentations to staff and ask for feedback

Read presentations out loud to a mirror before giving them

Be ready for grammar critique whenever supervisor hears a problem

Breath deeply and count beats when pausing during a presentation- helps the speed demons

### **3. Organization/Planning**

Plans, organizes, schedules, and budgets in an efficient, productive manner. Focuses on key priorities. Effectively juggles multiple projects. Anticipates reasonable contingencies. Pays appropriate attention to detail. Manages personal time well.

- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process

Create calendar for the entire team with crucial milestones

Create a short list of do's and don'ts for a process or program that they are very experienced on and present to the team

- **Developmental Tactics**

Keep a weekly log of activities and review the priorities with the supervisor each Monday or Friday  
Monitor best practices milestones with supervisor

Create an individual special calendar with supervisor, incorporating best practice milestones, processes, deadlines, projects, due dates etc.

Allow them to completely manage a small project from start to finish and work with them to ensure success without doing it for them, this will build confidence.

#### **4. Business Literacy**

Understands and absorbs new information. Stays current with developments in our field. Expects others to stay current with developments in the field. Frequently shares new knowledge with others. Integrates new information to enhance existing models or create new ones. Helps others translate new information into practical application in our area.

- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process  
Update team on new developments

Work on process improvement projects that incorporate new ideas

Talk to them about becoming an agent for change and ask them to champion new ideas and directions with the team

- **Developmental Tactics**

Put them in touch with periodicals or web sites that supervisors use to stay in touch with the field  
Provide a format for them to share knowledge they acquire with the team, they learn the newest product and demo it to the group

Ask them to vocalize their frustrations with change and new information with supervisors-  
(Appropriate venting not whining!)

#### **5. Customer Focus**

Regularly monitors customer satisfaction. Meets internal and external customer needs in ways that provide satisfaction and excellent results for the customer. Establishes “partner” relationships with customers. Regarded as visible and accessible by customers.

<b>ESTABLISH FIRST---ARE WE DISCUSSING INTERNAL OR EXTERNAL CUSTOMERS. BE SURE TO ADDRESS INTERNAL ISSUES TOO IF ANY.</b>
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- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process  
Put together a “Customer Summary”, i.e. interesting ways they got through to “customers”, then make this available to others, so they can learn from the ideas that have proven to work

Evidence Manual- kudo letters from staff or residents etc.

- **Developmental Tactics**

Ask them to tell you how they see themselves in relation to the customers and afterward correct any misinformation

Be candid about politeness and respect and issues they tend to have, don't get bogged down with too many specifics

Establish a way to monitor satisfaction- reports card, surveys, follow up calls after interactions with residents

Every action should include a thought on customer perspective, put a sign on your computer or over your phone; "WHAT WOULD THE CUSTOMER SAY ABOUT THIS?" or "WHAT'S IN IT FOR THEM?"

If a customer relationship is damaged, ask the employee to develop a recovery plan for each relationship and follow through with its completion.

Work on internal customer service--Before saying something to anyone in the County, think, would you say it *that way* to The County Judge or to any Elected Official??

## 6. Work Ethic

"Ironclad." Does not cut corners, ethically. Remains consistent in terms of what one says and does and in terms of behavior toward others. Earns trust of coworkers. Maintains confidences. Puts organization's interests above self. Does what is right, not what is politically expedient.

"Fights fair." Intellectually honest; does not "play games" with facts to win a point.

- Positive Tactics

Become a mentor for another team member—have an idea of whom and follow up with the process  
Talk to them about becoming an agent for change and ask them to champion new ideas and directions with the team

Tell them how important this particular competency is in any organization and why **specifically** you value it in them.

- Developmental Tactics

Be **candid** and discuss behavior trends that need to cease. Gossip, whining, asking inappropriate questions, rolling eyes, disrespecting, sharing confidential information, etc.

If you feel as if you are about to whine, see the supervisor and vent appropriately

Ask yourself, "Would I say this out loud in front of The County Judge or my supervisor?" If not, then don't say it.

Before you decide to get involved with a situation, does it truly affect you and/or your job? We pay you to do your work, not get involved with whether or not your friend has a cube or an office (Sometimes people just don't know how to back out gracefully so...) Try these statements to get out of a gossip driven conversation: I'm sorry, I am so busy right now with my project, I haven't given that much thought. I am swamped; let's talk at lunch, in the lunchroom. Have you discussed this with her/him? I don't think I can help you feel better about this; perhaps you should go to the source. One can put a stop to this behavior by being consistent in their avoidance. One should remember: I don't think that I am paid to spend my time discussing things like that. (We need to give people a realistic out)

## 7. Initiative

Seeks out and seizes opportunities, goes beyond the "call of duty," finds ways to surmount barriers. Resourceful Action-oriented "doer," achieving results despite lack of resources.

Restimulates languishing projects. Shows bias for action ("do it *now*").

- Positive Tactics

Become a mentor for another team member—have an idea of whom and follow up with the process

Ask them to make sure they don't feel overburdened and give them some life balance advice if you sense an impending burnout. People with high initiative would love to hear you've recognized it and yet you don't take it for granted, you want to ensure they don't burn out.  
Name some specific projects on which they showed initiative.

- Developmental Tactics

Ask them to describe what they'd expect from an employee in the role. Afterward, tell them the similarities and the differences in what you expect as a supervisor.

Explain that in order to become a star player in their role you expect them to do more than the minimum to get by.

Ask them what part of their job excites them most and develop a few above and beyond projects for them to work on, once they do them, praise praise praise and see if they take on additional ones on their own.

Tell them to come to you and discuss other ideas they may have, you want to encourage them to think outside the box.

Don't wait to be asked, volunteer for at least two additional projects per quarter.

## 8. Collaboration/Teamwork

Cooperates with staff at all levels of the organization. Willingly reaches out to staff and customers to proactively share information, knowledge, expertise, and time with others to achieve common goals. Works to overcome geographic, departmental, and/or Affiliate boundaries and establishes cohesive, effective relationships with peers. Enthusiastically supports the common goals and mission of the organization. Shares credit.

- Positive Tactics

Become a mentor for another team member—have an idea of whom and follow up with the process  
Ask what they think your team could do to be stronger and ask them if they'd like to lead the exercise, even if they aren't comfortable with that, the supervisor will have some good team building ideas.  
Talk to them about becoming an agent for change and ask them to champion new ideas and directions with the team

- Developmental Tactics

Be candid that one who doesn't join the team holds the team back, hurting everyone.

Be more vocal in meetings if they are quiet, OR be less domineering in meetings.

If there problem is Active listening skills, sign them up for the course HR offers on this (see Peri).

Volunteer more within the team

Share credit and successes with others

Discuss common politeness and respect

“Interview” tenured members of the team for their ideas on what works in that role. This will allow them to learn new ideas, and develop a better relationship with other team members

(Be specific about trends) I feel as though you tend to talk over others. I am uncomfortable about the types of conversations I've heard regarding you and your teammates. I want to be plain that I encourage chipping in to help, do you feel uncomfortable volunteering?

Don't hide your ideas, share them. I used to be very quiet and therefore my ideas never saw the light of day, how can I help you to become more part of the team, so your ideas are heard as well?

You save yourself so much time if you let others in to help you. Why reinvent the wheel, this is an organization in which one can't live in a silo.

## **ADDITIONAL MANAGERIAL COMPETENCIES- For use with any Galveston County Employee who supervises staff**

### **9. Strategic Skills**

Determines opportunities and threats through comprehensive analysis of current and future trends. Accurately assesses own organization's competitive strengths and vulnerabilities. Make tactical and strategic adjustments, incorporating new data. Comprehends the "big picture." Reads latest books and articles on strategy. (This competency will be evaluated for selected executive level positions).

- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process  
Share Strategic plan for their role with others, help them develop their plans for events or programs in which this person is a subject matter expert.

- **Developmental Tactics**

Work with the supervisor to see long-term vision of the department as a whole and ask them to develop a plan for their roles, follow up with critique from supervisor.

Walk through a debrief session with supervisor of a process/idea that either soured or didn't meet its potential due to poor long term planning and unanticipated needs.

### **10. Hiring and Recognize the Right Staff**

Top-grading through effectively recruiting and selecting not less than 90% "A Players" (not more than 10% mis-hires).

- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process  
Offer them up to partner with staff less experienced in the hiring processes on other interviews.  
Commend them on their specific role in a new hire.

- **Developmental Tactics**

Go through the Advanced Hiring class in HR

Mock interviews and references

Go over notes of a candidate with the person and highlight missed opportunities

Make an appointment with HR prior to next hiring to discuss additional tactics

### **11. Coaching/Training**

Actively and successfully trains and coaches people for current assignments, and develops them for promotion into positions in which they succeed. Provides challenging assignments. A people builder.

- **Positive Tactics**

Become a mentor for another team member—have an idea of whom and follow up with the process  
Give specifics, when you do X it has X effect on your staff.

Provide training opportunities in team meetings.

- **Developmental Tactics**

Visit with HR for specific employee issues for ideas.

Take the Coaching class HR offers (See Peri)

Have supervisor or HR go over performance plans on their troubled staff members

They should remember that the person you do not want to talk to the most or the issue you most don't want to do, should ALWAYS be the first one you tackle.

(Depending on the person/situation) Be less/more authoritative. Be more/less firm. Don't pass on the buck, if you say, "The Commissioners' Court decided to do X" you shoot your own credibility in the foot. It needs to be your message, you should own the message. Otherwise, when staff disagrees with you, they'll go over your head to their perceived notion of the person with the power to make decisions.

Role play discipline discussions, praise giving and/or individual staff meetings with supervisor or HR.

## **12. Performance Management**

Fosters high levels of accountability through fair, hard-hitting performance management system. Measures performance thoroughly. Reinforces integrity in the system by personally monitoring performance of subordinates (without "over-supervising"), and rating/ranking people honestly (no "gifts," no taking the easy way out"). Ties in reward systems (\*pay, promotion, removal). Free with deserved praise and recognition. Constructive in criticism. Provides frequent feedback.

- Positive Tactics

Become a mentor for another team member—have an idea of whom and follow up with the process  
Encourage the continuation of the specific things that you appreciate in the person

- Developmental Tactics

Look at the coaching tactics and the customer focus tactics some will be very similar.

Set an environment of accountability and fairness for example: Sally has trouble confronting Mary, this is perceived as favoritism, I encourage her to stand up to all the issues on her team and to consult HR or myself for specific tactics to address Mary's attendance issues.

Contact HR for a tactic session