A Performance Evaluation Session

When is this session conducted?
- January 1 – April 1 of every year

Who is this session conducted for?
- Any new hired/probationary employees
- Any employees who have moved into a new position with significantly different duties
- All permanent employees within your department

What should a supervisor do for this session?
1. Before the performance evaluation session:
   - Ensure that you are adequately familiar with the NeoGov PERFORM system (through training and/or the user guide) to assign your final evaluations.
   - Complete your evaluations for your employees before scheduling a performance evaluation session.
   - Alert your employees that you would like to schedule a one-on-one performance evaluation session.
   - Inform your employees that this session would entail assessment of the performance goals, work tasks/behavior expectations, and competencies established during the performance planning period.
   - Let your employees know in advance if/what they will need to bring (materials/resources, i.e.) to the performance evaluation session.
   - Ask your employees to think about any particular circumstances throughout the performance period (prior calendar year) that may impact given evaluations.
   - Gather any materials for your own reference to support your evaluations, e.g. performance planning document, position description, critical incidents, continuous monitoring and feedback form, etc.
   - Be sure to have access to the Civil Service Rules, departmental guidelines, CAO memoranda and/or any other documents that may help in explaining your evaluations.
2. **During the performance evaluation session:**

- Revisit with your employees the links between identified performance goals, tasks, competencies, recommended training courses (if any), and the periodic feedback given to set the stage.

- Explain to your employees that this session is not only to assign final evaluations but also to identify any developmental opportunities for the upcoming performance year.

- Remind employees that the evaluations have no numeric scoring involved.

- Walk through each of the established performance goals and determine whether your employees have accomplished them, based on the measured indicators and your (and their) records.

- Walk through the established tasks related to each goal to determine if they have performed them successfully, based on your (and their) records.

- Check if the employees have been able to either successfully learn or develop the related competencies, and use them in their job.

- Consider employees' inputs (using your best judgment) in your evaluations. For example: ask your employees to spell out challenges that they faced during the performance year.

- Remind your employees that your evaluations are based on the periodic monitoring and documentation you conducted and maintained throughout the year.

- Finalize your employees' performance evaluations after reviewing and discussing your evaluations with them.

- Ask your employees some follow-up questions to gain insights into their perspectives on the overall performance management system.

- Ask specific and sincere questions to understand if the new system is working for *both* of you. For example: “how specifically would you like us to do this process in future?”
• Ask your employees for information that you may have overlooked in the evaluation process.

• Advise your employees to attend training courses in order to work on specific areas of improvement.

• (If filling out a paper evaluation) Check the appropriate boxes based on page # 12 of the performance management form.

• Make sure that your employees have had the opportunity to provide any comments on the evaluation or the overall system.

3. After the performance evaluation session:
• Sign the completed performance evaluation form. The online form will require electronic signatures.

• Ensure all the required signatures are obtained from your employees before the forms are sent to the second-level evaluator. Note: an electronic performance management system will automatically release the form to the second level supervisor once approved and signed by the employee.

• Submit the form for the approval of your second-level evaluator (before it is sent to your Appointing Authority (AA) or to HR for record keeping). Note: an electronic performance management system will automatically release the form to your AA or HR.

• Give your employees a copy of the completed evaluation form for their own records. Note: an electronic performance management system will store this information on employees’ profile which they can access any time.

• Explain to your employees that this performance management program is going to make everyone accountable towards the goals of your department.

• Remind employees that the monitoring and documentation process will continue beyond this session.

• Help your employees see that the success of your department hinges on their performance and success on the job.
How is an effective performance evaluation conducted?

- Be fair and non-discriminatory in monitoring and evaluating your employees’ performance

- Interact with your employees on a regular basis

- Monitor your employee’s performance regularly

- Keep meticulous records of your employees' job performance

- Provide constructive criticism to your employees when warranted

- Maintain an “open-door” policy for your employees to approach you when necessary

- Serve as an advocate of the performance management system to your employees