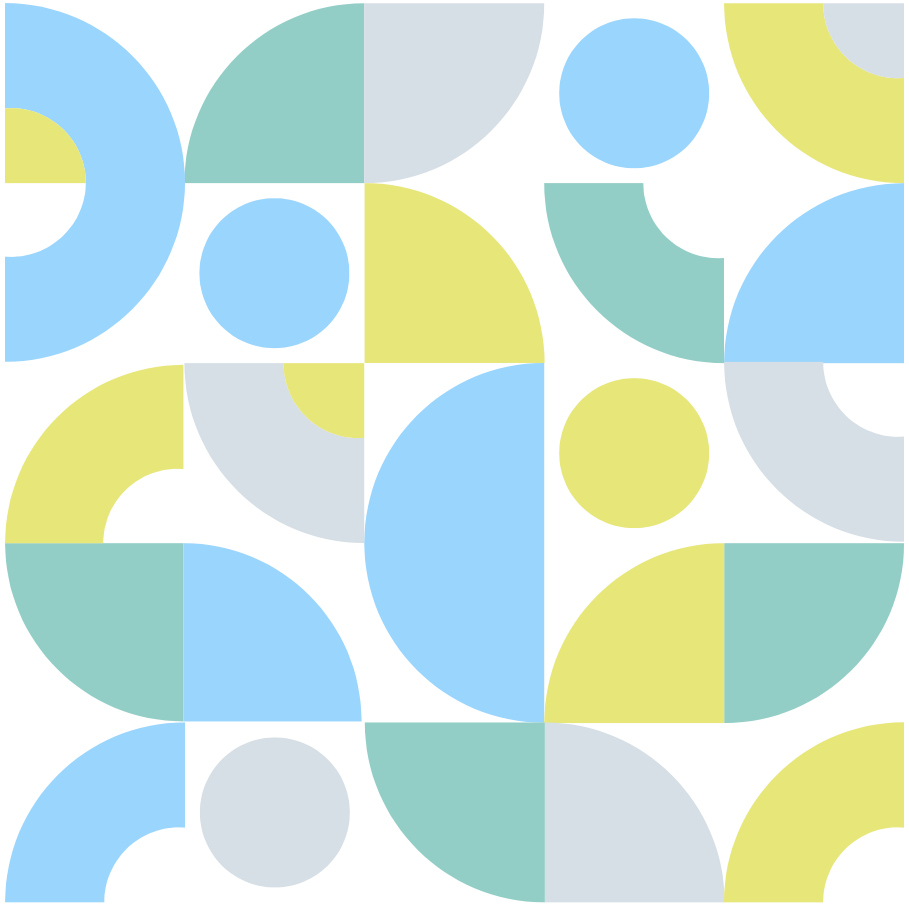
Making Performance Evaluations Meaningful

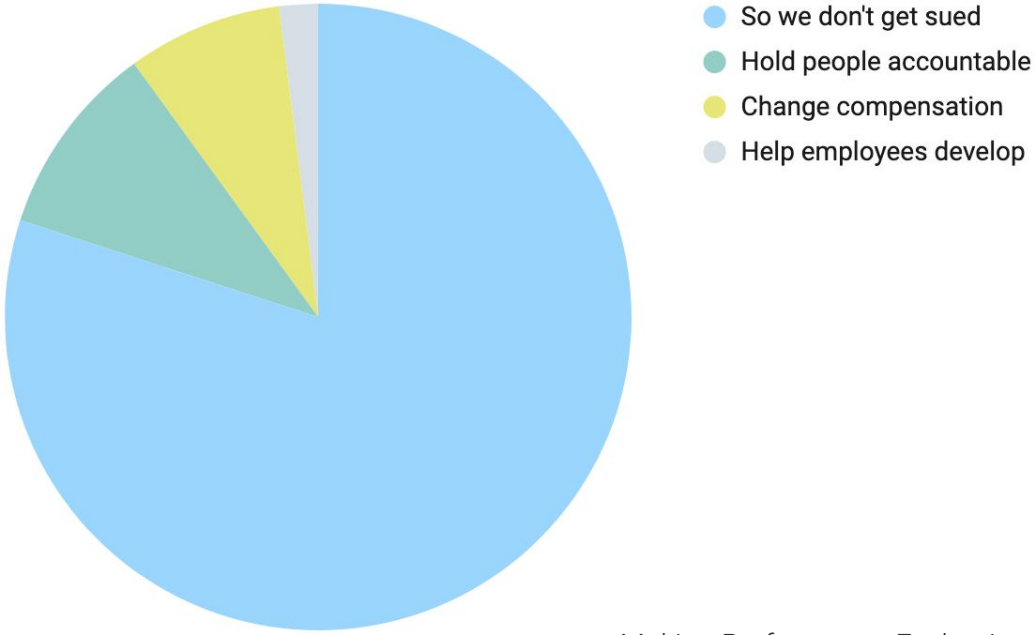
Michigan School Business Officials
Annual Conference & Exhibit Show

Tim Ammon, CESO

April 2022



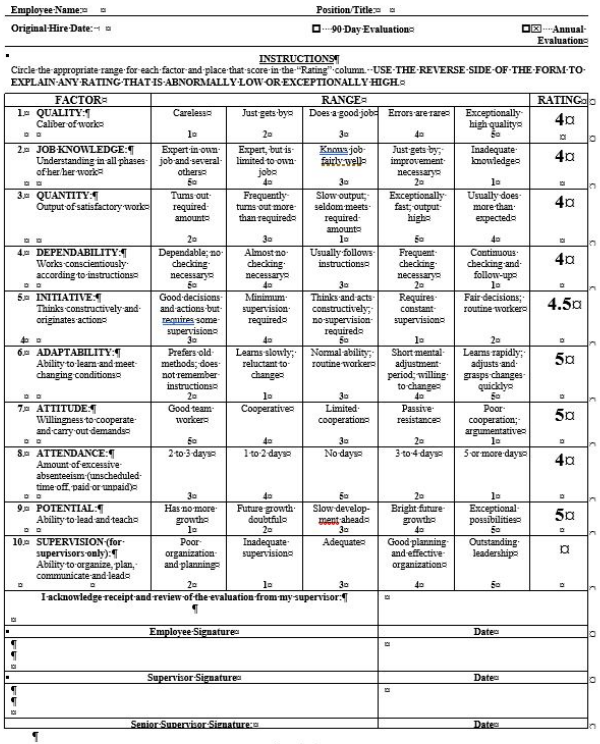
Why do we do this?



What is usually included in an evaluation?

- Behaviors
- Traits
- Performance
- Scoring Tool

Meet the enemy



Employee Name: ¤ ¤ Position/Title: ¤ ¤

Original Hire Date: ¤ ¤ ☐ ···90-Day Evaluation¤ ☐☒ ···Annual Evaluation¤

INSTRUCTIONS

Circle the appropriate range for each factor and place that score in the "Rating" column. USE THE REVERSE SIDE OF THE FORM TO EXPLAIN ANY RATING THAT IS ABNORMALLY LOW OR EXCEPTIONALLY HIGH.

FACTOR	RANGE					RATING
1. **QUALITY:** Caliber of work	Careless 1	Just gets by 2	Does a good job 3	Errors are rare 4	Exceptionally high quality 5	4
2. **JOB KNOWLEDGE:** Understanding in all phases of her/her work	Expert in own job and several others 5	Expert, but is limited to own job 4	Knows job fairly well 3	Just gets by; improvement necessary 2	Inadequate knowledge 1	4
3. **QUANTITY:** Output of satisfactory work	Turns out required amount 2	Frequently turns out more than required 3	Slow output; seldom meets required amount 1	Exceptionally fast; output high 5	Usually does more than expected 4	4
4. **DEPENDABILITY:** Works conscientiously according to instructions	Dependable; no checking necessary 5	Almost no checking necessary 4	Usually follows instructions 3	Frequent checking necessary 2	Continuous checking and follow-up 1	4
5. **INITIATIVE:** Thinks constructively and originates action	Good decisions and actions but requires some supervision 3	Minimum supervision required 4	Thinks and acts constructively; no supervision required 5	Requires constant supervision 1	Fair decisions; routine worker 2	4.5
6. **ADAPTABILITY:** Ability to learn and meet changing conditions	Prefers old methods; does not remember instructions 2	Learns slowly; reluctant to change 1	Normal ability; routine worker 3	Short mental adjustment period; willing to change 4	Learns rapidly; adjusts and grasps changes quickly 5	5
7. **ATTITUDE:** Willingness to cooperate and carry out demands	Good team worker 5	Cooperative 4	Limited cooperation 3	Passive resistance 2	Poor cooperation; argumentative 1	5
8. **ATTENDANCE:** Amount of excessive absenteeism (unscheduled time off, paid or unpaid)	2 to 3 days 3	1 to 2 days 4	No days 5	3 to 4 days 2	5 or more days 1	4
9. **POTENTIAL:** Ability to lead and teach	Has no more growth 1	Future growth doubtful 2	Slow development ahead 3	Bright future growth 4	Exceptional possibilities 5	5
10. **SUPERVISION (for supervisors only):** Ability to organize, plan, communicate and lead	Poor organization and planning 2	Inadequate supervision 1	Adequate 3	Good planning and effective organization 4	Outstanding leadership 5	

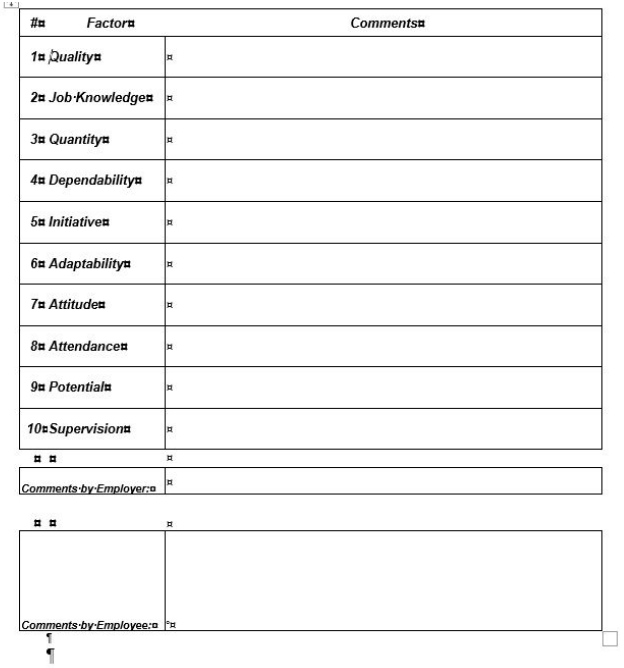
I acknowledge receipt and review of the evaluation from my supervisor:

Employee Signature ¤ Date ¤

Supervisor Signature ¤ Date ¤

Senior Supervisor Signature: ¤ Date ¤

Page Break



#¤ Factor¤	Comments¤
1¤ Quality¤	¤
2¤ Job Knowledge¤	¤
3¤ Quantity¤	¤
4¤ Dependability¤	¤
5¤ Initiative¤	¤
6¤ Adaptability¤	¤
7¤ Attitude¤	¤
8¤ Attendance¤	¤
9¤ Potential¤	¤
10¤ Supervision¤	¤
¤ ¤	¤
Comments by Employer: ¤	¤
¤ ¤	¤
Comments by Employee: ¤	¤

What could possibly go wrong?

- Timing issues
- Recency bias
- Central tendency
- Lack of preparation
- Lack of perspective
- Lack of data
- Lack of resolution

What *else* could possibly go wrong?

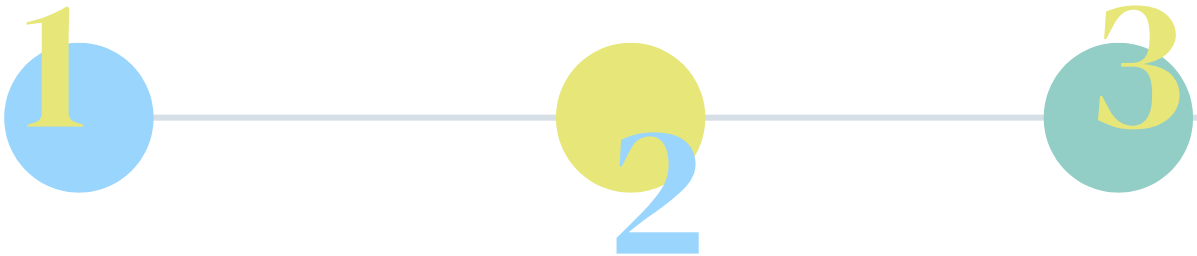
- Individual vs. team activities
- “Objective” vs. relative growth
- Public vs. Private sector differences

The highlights of why this process feels/is so terrible

- Commingling of purpose
- Mistaken beliefs about goals
- Idiosyncratic rater effect
- Fundamental attribution error/Actor-observer bias

Is this fixable?

It may not be fixable. The methods used to assess, inform, develop, and reward employees may need to be rethought.



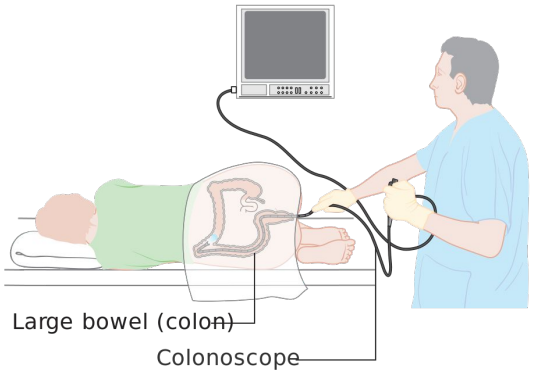
Acknowledge what is broken

Design a best of worst process

Redesign the model

How do we make this better?

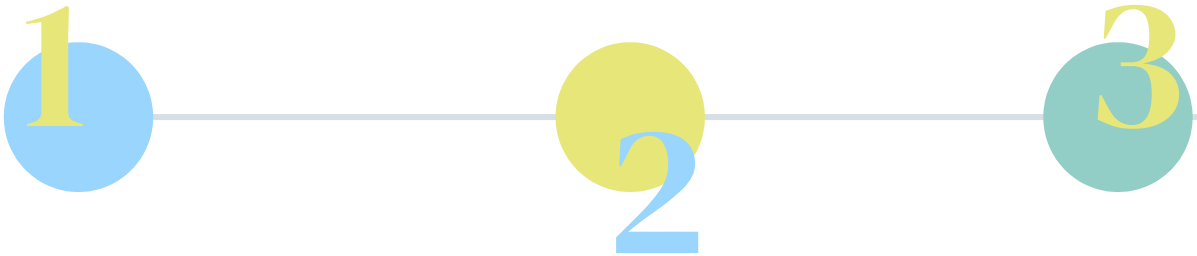
Less of this



More of this



Make the process better



Revise the timing

- Increase the frequency
- Increase to proximity to events

Revise the structure

- Remove the table
- Separate development and compensation
- Determine approach

Revise the content

- Measurable content
- Connect performance and training

Make the process even better

Recency Bias

- Frequency of feedback
- Data Capture

Central Tendency

- Clarify the scale
- District difference between ratings

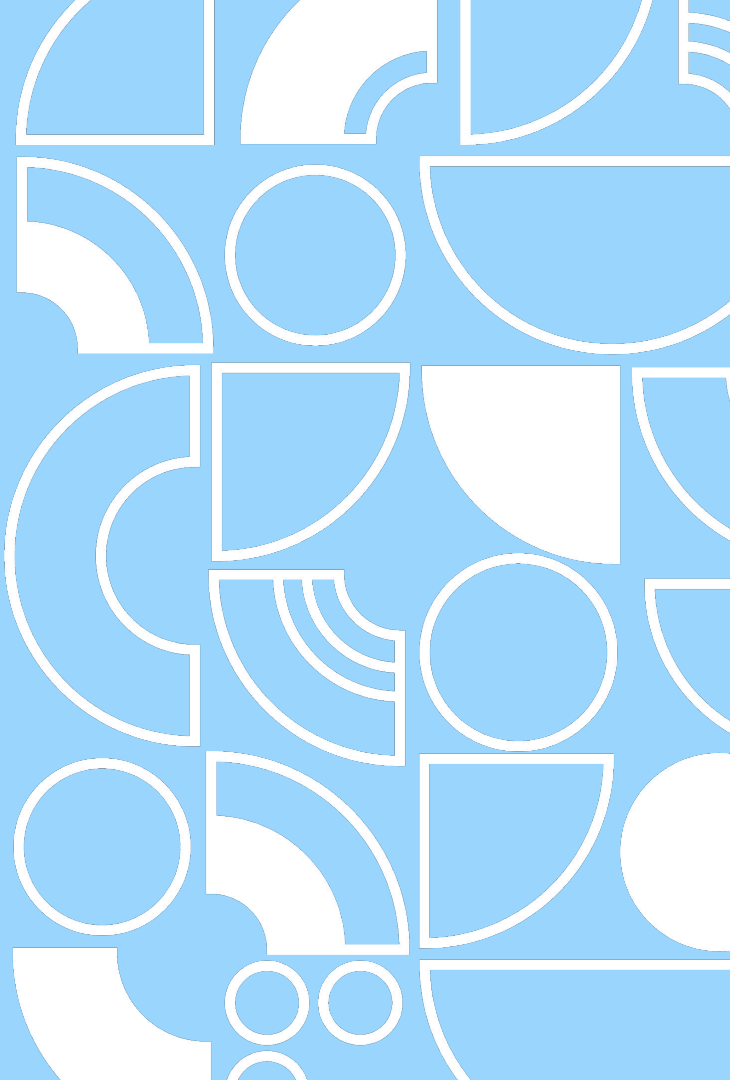
Courtesy Bias

- Setting and frequency of feedback

Halo Effect

- Date collection

Any Questions?

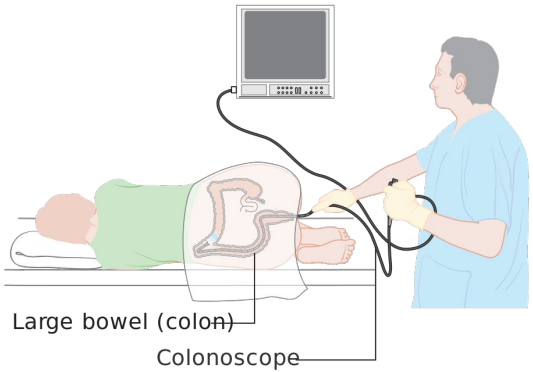


In Summary

- Recognize the need and value of different skill sets
- Focus on the sum of abilities
- Design a measurement process around outcomes not traits
- Share things you can actually validate

How do we make this better?

Less of this



More of this



Reading list

- View and Review: Questions for Performance Reviews. This 2013 blog post provides sample questions to use in performance reviews.
- It's Your Performance Review. Own It. A 2015 *Public Management* (*PM*) article gives specific actions that can be taken to make a performance review a positive one.
- Maximizing Employees' Performance. In another *PM* article from 2017, the focus is on how to get the most from employee performance, including how to give good feedback.
- How to Engineer Public-Employee Engagement. A 2017 blog post that focuses on how to improve employee engagement, including three tips to actively engage your workforce.
- "The Performance Management Revolution," Peter Cappelli and Anna Tavis, Harvard Business Review, October 2016.
- "Reinventing Performance Management," Marcus Buckingham and Ashley Goodall, Harvard Business Review, April 2015.
- "Ahead of the Curve: Rethinking Performance Management," Boris Ewenstein, Bryan Hancock, and Asmus Komm, McKinsey Quarterly, May 2016.
- https://www.amanet.org/articles/the-dos-and-donts-of-performance-reviews/
- *Nine Lies About Work*, Marcus Buckingham and Ashley Goodall
- *Heuristics and Biases: The Psychology of Intuitive Judgment*, Thomas Gilovich, Dale Griffin, Daniel Kahneman

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