

Delta College Performance Evaluations

How to Conduct Effectively



Session Objectives

You will be able to:

- Identify the importance and benefits of PEs
- Assess and prepare necessary documentation
- Set motivational performance goals which are part of Delta's strategic plans
- Plan for effective evaluation interviews
- Conduct fair and beneficial evaluations

Session Outline

- Importance and benefits of evaluations
- Measuring and documenting performance
- Setting performance goals (do they address areas we need to improve upon as a college)
- Preparing for and conducting evaluation interviews (collecting the data you need)
- Dealing with different levels of performance
- At Delta every employee needs an area to improve upon

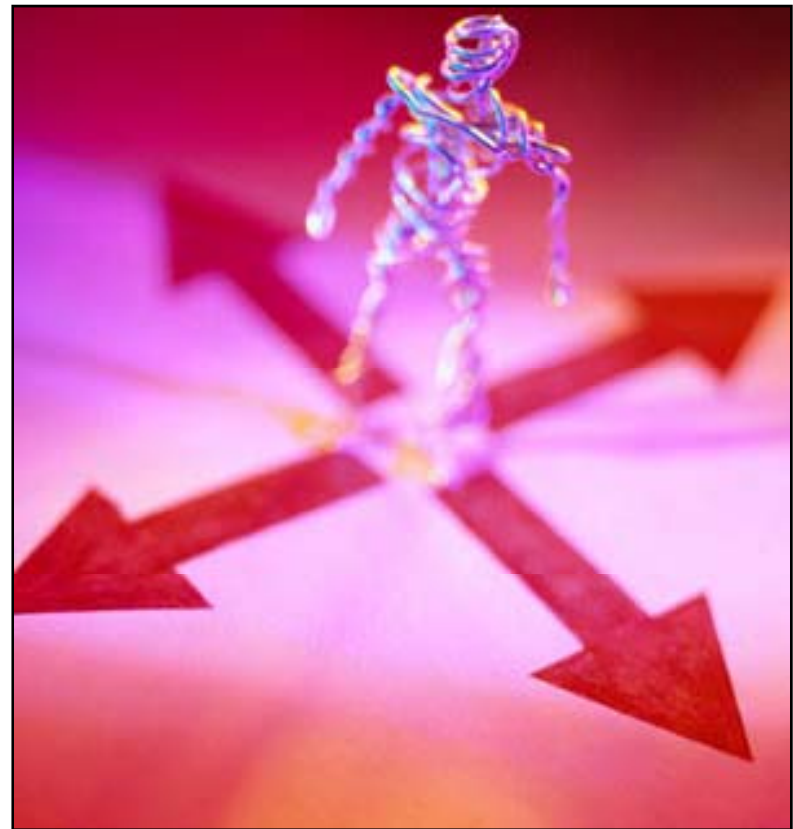
Why evaluations Are Important

- Review performance
- Set goals
- Identify problems
- Discuss career advancement
- Focus Delta employees as participants in our efforts to secure accreditation, improve Delta's many learning outcomes and optimize the AI process by making it part of our strategic planning process

Evaluation Benefits

evaluations offer employees:

- Direction
- Feedback
- Input
- Motivation
- Focus
- Opportunities to discuss what the feedback on Delta has been from the outside



Measure Performance

Measurement systems need to be:

- Specific
- Fair
- Consistent
- Clear
- Useful



Measure Performance (cont.)

Systems can be:

- Numerical
- Textual
- Behavior oriented
- Accreditation observations and suggested solutions

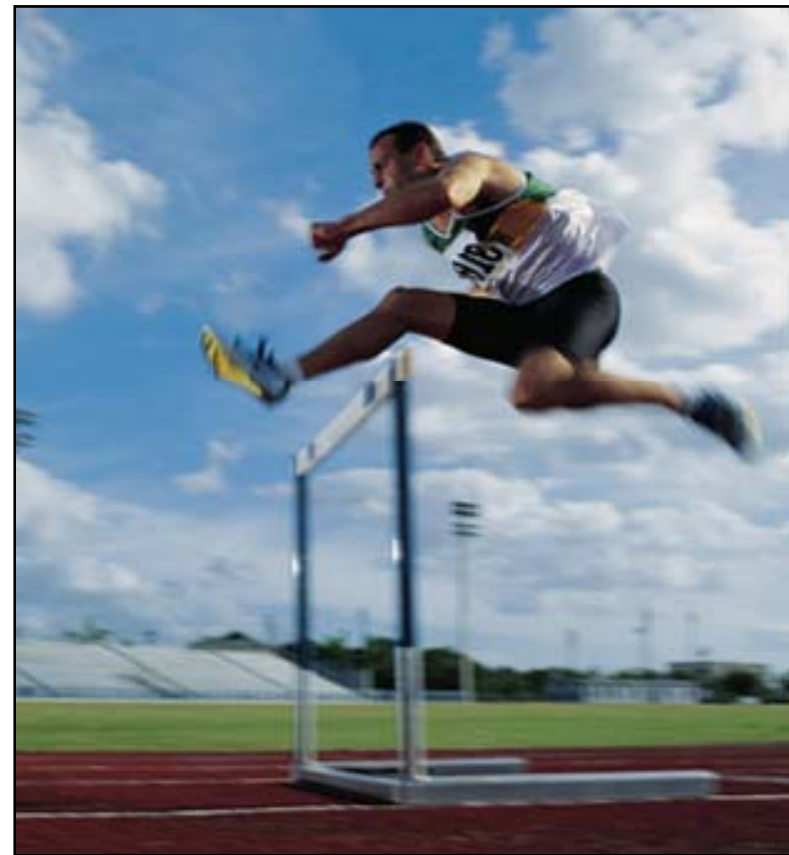


Document Performance

- Make sure documentation is objective
- Document performance of all employees
- Provide complete and accurate information
- Document performance on a regular basis
- Collect data from students, peers, co-workers
- Look to other departments or functions in the college are your employees giving good service?

Set Goals

- Based on job requirements
- Realistic
- Measurable
- Observable
- Challenging
- Prioritized
- Time Specific
Conclusions



Employee Input

- Employees take an active role:
 - Setting goals
 - Designing action plans
 - Identifying strengths and weaknesses
- Employees participate in the performance evaluation meeting



Preparation

- Review performance
- Think about new goals
- Think about our accreditation report and our strategic planning objectives

Start the Meeting

- Lay out agenda
- Talk about Delta's challenges
- Encourage input
- Give good news first
- Remind the employee that all of us need to make improvements on something

During the Meeting

Review performance:

- Based on previous goals
- Noting strengths and accomplishments
- Identifying areas for improvement
- Addressing areas Delta has been requested to improve
- SLO's, enrollment mgmt., Munis, KFS implementation, Delta strategic planning as part of the AI process

During the Meeting (cont.)

Set goals:

- Based on SJDC goals
- Building on areas that need improvement
- SLO's
- Program Review
- Measure L Bond wins
- Accreditation Deliverables
- Strategic Planning Goals



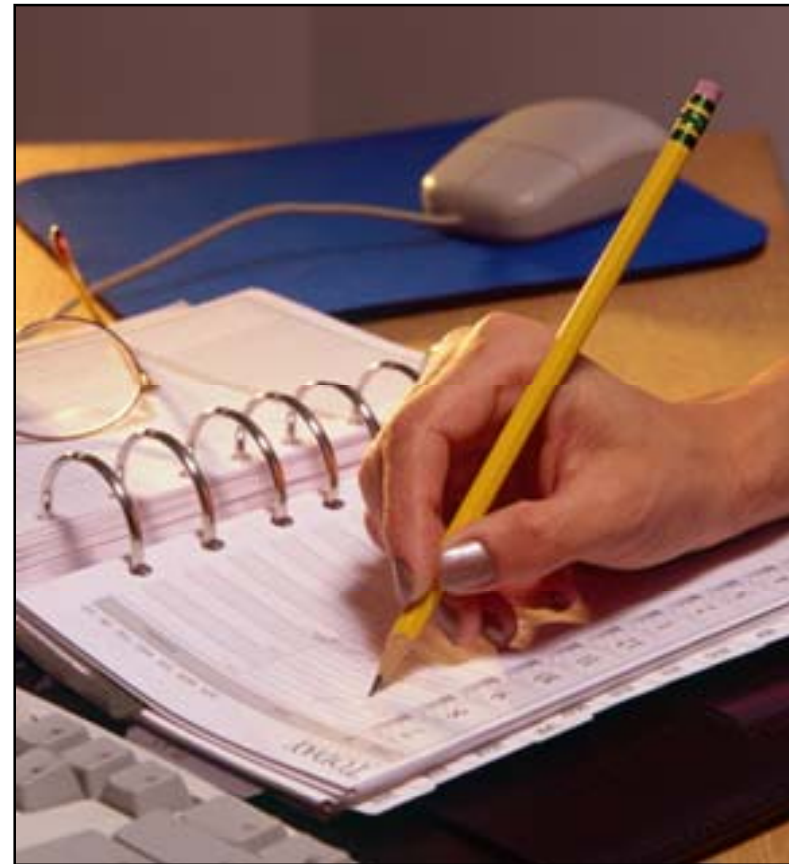
End the Meeting

- Encourage good performance
- Lay out action plan
- Communicate outcome of goals not met
- Confirm understanding
- Let Delta employee know that they can be a key part of helping the college “step-up”



Continuous Feedback

- Formal evaluations
- Informal evaluations
- Open communication
- Transparent discussions on what each employee can do to be part of Delta's solutions and not just "business as usual"



Recognize Good Performance

- Verbal
- Promotional Opportunities
- Board of Trustee Recognition
- President's Recognition
- Offer mentoring

Identify Poor Performance

- Act early
- Take the right approach – have the data
- Deal with the problem(s) not the personality
- Get them to recognize the problem
- Set a follow-up meeting to talk about improvement



Key Points to Remember

- You must conduct objective evaluations on a scheduled basis
- evaluations tell employees how they're doing and how they can improve
- evaluations help create a system of motivation and rewards based on performance
- One end of the boat does not float while the other sinks to the bottom
- We are all one Delta College