

# **Conducting Employee Performance Evaluations**

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# Personnel Management



The hardest job of  
a District Director!  
How do we get  
started off on the  
right foot?

# Personnel Management

- Start with the first day of employment
- Consistency
- Treat Employees Equitably
- Evaluate regularly
- Address problems & issues immediately

# Position Titles

- District Secretary
- Programs Coordinator
- Administrative Officer
- District Manager
- Equipment Manager
- District Technician
- Watershed Aide

# Managing and Supervising Employees

1. Position Description
2. Standards of Performance
3. Performance Evaluation

# Position Description

- Tool for selecting employee
- Communicates major duties and responsibilities for position

# Position Description

## Conservation District Secretary I

The person in this position works for the Sooner Conservation District and is supervised by the Conservation District Board. One board member is designated as a day-to-day supervisor.

# Major Position Duties:

1. Serves as a receptionist for the district and NRCS office for those contacting the office by phone or in person.
2. Types correspondence, conservation plans, district newsletters, various reports and other materials.
3. Maintains financial and other records for the district.



# Standards of Performance

Each major job duty should have a corresponding standard in order to measure how well the duty should be performed.

**Duty:** Serves as Office Receptionist

**Standard:** Secretary will treat all customers equally, with respect and courtesy. If unable to meet the customer's needs the secretary will refer them to the proper staff member or get the needed information or materials to them in a timely manner.

**Duty:** Types reports, memos, correspondence, conservation plans and other materials.

**Standard:** All typed materials will be in the proper format, free of spelling errors, grammatically correct, and completed in a timely manner.

# Standards Should be:

- Mutually agreed upon by board and employee.
- Standards should be realistic and achievable.
- Standards should be set slightly above the average, in order to make the employee “strain” a little.

# Performance Evaluation Form

- A form that can be used to evaluate and document an employee's performance.
- New employees: Quarterly review for the first year.
- Then at least twice a year thereafter.

# Evaluation Form

- Standard for each major job duty
- A performance rating:
  - ( ) Excellent
  - ( ) Satisfactory
  - ( ) Needs Improvement
- Place for comments
- Place for signature of employee and district board member and date

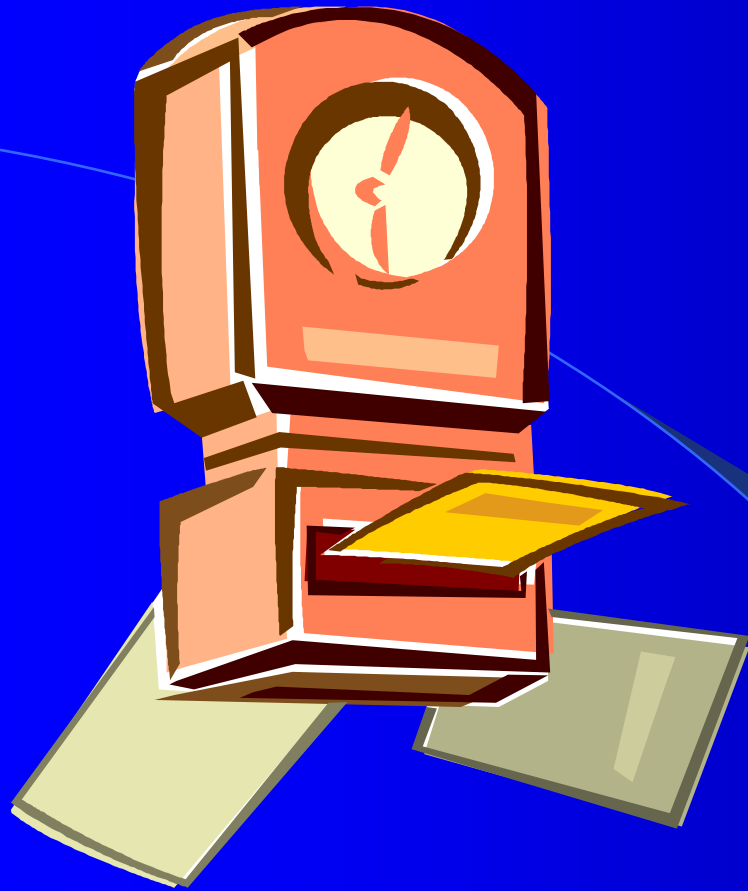
# Tools to use in Evaluating Employees

- Job Description – Performance Standards
- Timesheets
- Employee monthly report
- Ask for input from Commission Staff

# Tools to use in Evaluating Employees

- Customer comments
- Drop by office occasionally
- Review work (board minutes, informational materials, news releases, teacher packets, correspondence)
- Visit with employee





# A Look at Timesheets

# **How to Discuss Evaluation With Employee**

# Steps in a Formal Evaluation

- Prepare for the discussion
- Pick a good time and place – should be in Executive Session of Board Meeting
- Open discussion in a friendly manner
- Explain the purpose of the evaluation

# Steps in a Formal Evaluation

- Discuss each job duty – Ask the employee to describe their understanding of their job responsibilities
- Jointly develop plans for improvement
- Develop the next year's standards

# Do's and Don'ts in Performance Evaluations

- Admonish when necessary
- Be Self Critical
- Get down to specifics - not generalities
- Criticize the work- not the employee
- Don't laugh it off
- Comment on improvements

## Continued:

- Don't be a debater – don't let the discussion turn into an argument – the supervisor is the final judge
- Don't compare
- Emphasize strong points

**Above all be consistent!!**

# Analyzing Poor Performance

Causes of Poor Performance:

1. The Employee
2. The Supervisor
3. The Situation

# Employee

Causes:

- ❖ Outside Forces
- ❖ Careless and/or Negligent
- ❖ Job beyond current capabilities



# Supervisor

- ❖ Has the supervisor upheld their responsibility?
- ❖ Did the supervisor adequately determine training needs?
- ❖ Has the supervisor maintained a periodic check of the employee's performance?
- ❖ Have the requirements of the position been adequately explained?

# Situation

- ❖ Do conditions exist on the job that preclude acceptable performance? Or are beyond the control of the employee?
- ❖ Were standards set too high?
- ❖ Does the job hold a challenge for the employee?

# Commission Policy

In order to be eligible for a personnel allocation from the Conservation Commission in Fiscal Year 2013 (July 1, 2012), an annual performance evaluation must be conducted for each district employee prior to June 30, 2012.

# Resources

- ❑ Commission Staff
- ❑ Handouts from session
- ❑ NACD Personnel Management Reference Book
- ❑ Commission Website