PERFORMANCE EVALUATIONS

Archdiocese of Miami Pastoral Center, Parishes and Schools* 2024

*Office of Human Resources
Pastoral Center*

PERFORMANCE EVALUATIONS 2024

OUTLINE OF THIS PRESENTATION:

➢ Linking Performance Evaluations and Compensation

➢ Performance Management Process

➢ Performance Evaluation Tool *(* **not** for instructional school personnel)*

➢ Components of Performance Evaluation

➢ Do's and Don't's for best results

➢ Self-Evaluations

➢ What to do now to gather information for your evaluations

➢ Conducting the evaluation meeting

➢ Timeline

PERFORMANCE EVALUATIONS 2024

LINK BETWEEN PERFORMANCE EVALUATIONS AND PAY INCREASES

ADOM Compensation Strategy:

➢ Annual pay increases will be merit-based only (within budgeted funding), based on evaluation of performance or promotion into new job category

– Serves as reinforcement of importance of continuous learning and continuous improvement of performance for the sake of the mission

PERFORMANCE EVALUATIONS 2024

PERFORMANCE EVALUATION PROCESS:

➢ Provides structure to managing employee performance

➢ The Performance Management Cycle consists of three phases: Set Expectations ⇨ Review Progress ⇨ Evaluate Performance ⇨ Set New Expectations, etc.)

➢ Helps supervisors and employees set goals, identify and target specific areas for development and/or correction and come up with a plan for action

PERFORMANCE EVALUATIONS 2024

COMPONENTS OF PERFORMANCE EVALUATION:

- We heard you! Same Format as used the past two years: similar to "year of pandemic" format
- Categories under review: 11+ for Managers; 10+ Non-mgr level
  - ("+" = option of adding one category unique to position)
- Rating Scale
  - 5-point, verbal scale for each category of performance to be rated
- **Supervisor's Rating Guide**
  - Provides indicators of good / poor traits, behaviors and results—**language** to guide you
- Supervisor's narrative only in summary at end
  - Provides clear examples of employee performance and why specific rating was chosen
- Overall Performance Rating
  - Compilation of individual categories
  - 5 possible verbal ratings (guide for scoring)
- Future:
  - Goals for top 4 categories; score determines salary increase
  - Promotion to new position if need, opportunity and funding available and overall score ranks in top 4 categories
  - Performance Improvement Plan for bottom category; salary increase deferred until performance standards are met

COMPONENTS OF PERFORMANCE EVALUATION

Rating Scale

5-point, verbal scale to rate each competency / category:

➢ **Extraordinarily Exceeded Expectations**. *Regularly made extraordinary contributions that had a significant and positive impact on the performance of the Office, Pastoral Center, and/or archdiocesan entities.*

➢ **Exceeded Performance Expectations**. *Significantly exceeded performance standards in several areas of the category.*

➢ **Fully Accomplished Expectations**. *A good, productive employee who did the job well. Consistently met all performance standards and objectives and occasionally exceeded some.*

➢ **Improvement Needed in Some Areas**. *Did not consistently meet all performance standards or job requirements. May have achieved unsatisfactory results; however, there is potential to improve within a reasonable time frame.*

➢ **Consistently Below Performance Standards**. *Unable or unwilling to complete all job requirements in a given area, requiring inordinate support and supervision.*

PERFORMANCE EVALUATIONS 2024

COMPONENTS OF PERFORMANCE EVALUATION:

CATEGORIES FOR NON-MANAGEMENT

	Area to be Rated	Extraordinarily Exceeded Expectations	Exceeded Performance Expectations	Fully Accomplished Expectations	Improvement Needed in Some Areas	Consistently Below Expectations
1	Position Knowledge and Skills					
2	Work Quality					
3	Focus on Client / Persons Served					
4	Productivity					
5	Flexibility					
6	Initiative / Continuous Improvement					
7	Dependability					
8	Builds Relationships / Fosters Unity					
9	Adherence to Guidelines / Acting with Professionalism					
10	Communication / Informs Necessary Parties					
11	Other _____					

PERFORMANCE EVALUATIONS 2024

COMPONENTS OF PERFORMANCE EVALUATION:

CATEGORIES FOR MANAGEMENT - LEVEL

	Area to be Rated	Extraordinarily Exceeded Expectations	Exceeded Performance Expectations	Fully Accomplished Expectations	Improvement Needed in Some Areas	Consistently Below Expectations
1	Competence in Functional Area					
2	Leadership					
3	Ministerial Effectiveness *					
4	Focus on Client / Person Served					
5	Delivers Results					
6	Continuous Improvement					
7	Judgment and Decision-Making					
8	Builds Relationships / Fosters Unity					
9	Stewardship					
10	Communication / Informs Necessary Parties					
11	Talent Management*					
12	Other _____					

PERFORMANCE EVALUATIONS 2024

COMPONENTS OF PERFORMANCE EVALUATION:

SUPERVISOR'S ADDITIONAL COMMENTS

➢ **Narrative** of clear examples of performance and why specific rating chosen

➢ **Narrative** should include:

– Examples of Incidents (suggesting the following format):

- **Situation** surrounding the incident or task

- **Action** (or inaction!) on the part of the employee

- **Consequences** or results of the employee's action or inaction

– Measurements of productivity, goals met/unmet;

– Feedback (both positive and negative) from "field", colleagues; awards;

– Samples of work, key accomplishments;

– Corrective / disciplinary actions taken;

– Results / Consequences ("As a result of your XXX, this is what happened.")

➢ *Note*: Rating selected and supportive examples should **not** come as an unpleasant surprise to the employee. (There should have been previous discussion on substandard performance.)

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COMPONENTS OF PERFORMANCE EVALUATION:

SUPERVISOR'S ADDITIONAL COMMENTS: USE RATING GUIDE

8. **Builds Relationships / Fosters Unity**
   - ✓ Demonstrates enthusiasm for engaging with colleagues, persons served, and those in authority.
   - ✓ Works collaboratively, demonstrates value of teammates' contributions
   - ✓ Recognizes strengths, talents and gifts of others and articulates this
   - ✓ Addresses people by their names
   - ✓ Expresses appreciation to others for their contributions, thanking them
   - ✓ Addresses conflicts, does not shy away from working through differences in a respectful manner
   - ✓ Values diversity and makes efforts to include others of diverse backgrounds
   - ✓ Demonstrates respect for the dignity of those served and other employees. Refrains from gossip and divisiveness.
   - ✗ Some indicators of poor or unacceptable relationship-building / unity: Aloof towards others; does not treat everyone with the same disposition; engages in gossip; has difficulty collaborating with others; does not address people by name; is critical and/or condescending toward others; is impatient with others and cuts them off; does not give credit to others for their contribution; places blame on others; conflictive, unwilling to reconcile differences; holds grudges; uncooperative

9. **Adherence to Guidelines and Acting with Professionalism**
   - ✓ Demonstrates support of the mission and tenets of the Archdiocese / parish / school and positive attitude toward entity where employee serves.
   - ✓ Demonstrates respect for authority; inspires trust and respect from others.
   - ✓ Admits mistakes with frankness.
   - ✓ Adheres to policies and procedures established in the entity and office / position.
   - ✓ Follows guidelines on dress code, wearing appropriate (including safety, if required) attire.
   - ✓ Maintains effectiveness and professionalism under pressure.
   - ✓ Follows procedures established for safety and security. Reports unsafe conditions.
   - ✓ Protects confidential information.
   - ✗ Some indicators of poor or unacceptable adherence to guidelines and acting with professionalism: Ignores the dress code; disrespectful of authority; does not take responsibility for mistakes; not serious about the mission; unprofessional under pressure; does not accept feedback willingly; careless with safety, security and other procedures; neglectful of custody of others' personal information; does not report unsafe conditions; divulges confidential information to parties not privy to it.

PERFORMANCE EVALUATIONS 2024

COMPONENTS OF EVALUATION: OVERALL RATING

➢ Scale of 5 verbal ratings describing **overall performance**:
  ⇨ Clearly Outstanding Overall Performance
  ⇨ Exceeded Expectations
  ⇨ Fully Accomplished Expectations
  ⇨ Generally Met Expectations
  ⇨ Did Not Sufficiently Meet Expectations

➢ Example of John Doe's performance summary:
  ⇨ Extraordinarily Exceeded Expectations = **1 instance**
  ⇨ Exceeded Expectations = **1 instance**
  ⇨ Fully Accomplished Expectations = **7 instances**
  ⇨ Targeted Area for Improvement = **1 instance**
  ⇨ Did Not Sufficiently Meet Expectations = **0 instances**

= John Doe Fully Accomplished Expectations in 2023-24.

➢ Example of John Doe's performance summary:
  ⇨ Extraordinarily Exceeded Expectations = **0 instances**
  ⇨ Exceeded Expectations = **0 instances**
  ⇨ Fully Accomplished Expectations = **8 instances**
  ⇨ Targeted Area for Improvement = **1 instance**

= John Doe Generally Met Expectations in 2023-24.

PERFORMANCE EVALUATIONS 2024

COMPONENTS OF PERFORMANCE EVALUATION

➢ **Expectations for Future: Employee who at least meets expectations**

- **Goals based on Key Responsibility Areas** for employees who meet or exceed expectations. Plan should include:
- Goals for Future (Use "Goals for 2024-25" document)
  - Suggest setting your goals using S.M.A.R.T.
    - ✓ **S** pecific
    - ✓ **M** easurable *(indicate how you'll assess goal attainment)*
    - ✓ **A** ttainable
    - ✓ **R** elevant
    - ✓ **T** imely
- Set expectations clearly
- Confirm that employee understands expectations
- What additional resources, if any, needed to succeed?
- Set date for meeting to review progress (30, 60, 90 days?)

COMPONENTS OF PERFORMANCE EVALUATION

➢ **Expectations for Future: Employee who does not meet standards**

- **Performance Improvement Plan** for employees whose **overall performance did not meet performance standards**

- This overall rating is a serious indicator of performance that <u>must improve immediately</u> in order the for the employee to remain employed

- Each area of needed improvement should include expectations that are:
  - ✓ **S** pecific
  - ✓ **M** easurable *(indicate how you'll assess goal attainment)*
  - ✓ **A** ttainable
  - ✓ **R** elevant
  - ✓ **T** imely

- Set expectations clearly and involve employee in the "how", listing steps s/he can take to meet the expectation

- Confirm that employee understands expectations

- What additional resources, if any, needed to succeed?

- Meet to review progress every 30 days <u>until improvement or termination</u>

- Second performance evaluation due 6 months from date of this one; merit raise deferred until performance standards are met

COMPONENTS OF PERFORMANCE EVALUATION: SCORING

➢ **Use Excel Scoring Document**

– 1 blank worksheet; 2 sample worksheets (good performance; performance improvement plan required)

– Don't forget to change the denominator if applicable!

– Tabulate all results in new spreadsheet (numerator divided by denominator)

– Rank according to overall numerical score

– Multiply each by highest allowable percentage (e.g., .045)

– Apply salary increases to all except those with "Plan Required"

– Don't go less than 1% !

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Do

- ✓ Plan your meeting and discussion with notes to keep you on point

- ✓ Be <u>specific</u>

- ✓ Solicit <u>input</u> from key contributors

- ✓ Record facts in <u>Critical Incident Logs</u>

- ✓ Collect <u>supporting documentation</u>

- ✓ <u>Set goals</u> for coming year

Don't

- x … use <u>vague language</u> that is open to interpretation

- x … let <u>bias</u> affect your results

- x … <u>assign greater weight</u> to first or most recently completed evaluations

- x … allow <u>vivid performance in one area to color</u> the entire evaluation

PERFORMANCE EVALUATIONS 2024

What to Begin Doing NOW

➢ Review the job descriptions

➢ Review and list goals, expectations, projects, assignments, timelines, etc.

➢ Compile data, including:

- Incidents

- Measurements of productivity, goals met/unmet;

- Feedback (+ / -) from "field", colleagues; awards

- Samples of work, key accomplishments

- Corrective / disciplinary actions taken;

- Results, Results, Results

PERFORMANCE EVALUATIONS 2024

REQUIRE SELF-ASSESSMENTS FROM YOUR EMPLOYEES:

➢ Have employees complete self-assessments (sample in next slide) and turn them into you well in advance of your evaluation meeting in order to help you capture a more complete picture of their performance over the past year.

➢ Do not provide employee with a copy of the tool as a self-assessment—this sets up the manager for a difficult conversation when employee's own rating is different from manager's.

PERFORMANCE EVALUATIONS 2024

REQUIRE SELF-ASSESSMENTS FROM YOUR EMPLOYEES:

1. **Key Accomplishments** of Past Year (What were your key accomplishments of the past year?)

2. **Talent Management / Team Leadership.** How did your team do in reaching your office/department's goals and objectives? Were you able to help them take their performance to the next level? Were there challenges you had to address and how effective were you in communicating expectations? How is their alignment with the mission?

3. **Process or other Improvements** of Past Year (Were you able to make significant improvements to a process, procedure or other area of work in the past year?)

4. **Areas of Challenge** in Past Year (What were your greatest challenges? What actions did you take to address them and what where the results? Would you do anything differently?)

5. **Areas of Growth** in the Past Year (What were your areas of greatest growth, both in job knowledge, skill or other area?)

6. **Talent Management**. Have you seen growth in the employees you supervise or support? What was that? Have you had to apply corrective action? How did that go?

7. **Development**. Were you able to learn a new skill or deepen knowledge in a particular area that you believe helps you in your work? What was that?

8. **Areas Desiring Development Next Year** (In what areas would you desire development for the next year? What is your action plan, including needed resources, to make that happen?)

9. **Previous year's Goals**. Please review last year's evaluation and provide a summary of your progress toward achieving the goals I had indicated.

10. Goals for Next Year (What are your goals for next year?)

PERFORMANCE EVALUATIONS 2024

CONDUCTING THE EVALUATION MEETING:

➢ <u>Schedule a meeting for the formal review</u>. Block out time to discourage outside interruptions.

➢ <u>Plan your discussion</u>. Anticipate employee responses and have notes for reference. If an employee wants to know why you rated her as "Fully Accomplished" instead of "Exceeded" or "Extraordinarily Exceeded" performance standards: *"Some examples of what you did that 'Fully Accomplished Performance Expectations' in the Communication category were XYZ. Here's what 'Exceeded Performance Expectations' looks like in that category. Here's what 'Extraordinarily Exceeded Performance Expectations' looks like."*

➢ <u>Confirm employee's understanding of the reasons behind your ratings</u>.

➢ <u>Allow employee responses</u>. However, explain that the evaluation is <u>your</u> evaluation of her/his performance. Move on to the next category.

➢ <u>Express confidence in employee</u>. Whether continuing excellent performance, stretching to improve mediocre performance, or requiring immediate improvement, express confidence and provide support without removing responsibility.

PERFORMANCE EVALUATIONS 2024

TIMELINE	PASTORAL CENTER
➢ NOW	Review <u>job descriptions</u> and compile notes on performance Meet with staff, explain procedure, assign self-assessment to employees
➢ 5/6	Employee self-assessments due to supervisors
➢ 5/6-6/10	Complete written Performance Evaluations on each employee » Turn in to Lisa Pinto for review prior to meeting with the employee » After approved, meet with employee to review and set goals; » Provide updates to job description for FY24-25 if applicable
➢ 6/17	Final copies and scores submitted to Lisa Pinto
➢ 6/21	Evaluations and scores reviewed and approved by Sister Elizabeth
➢ 7/1	Salary increases determined and communicated to supervisors
➢ 7/1	Complete Salary Change Authorization Form; copies of form, evaluation, updated job description filed in personnel folders
➢ 7 / 1	FY25 Raises go into effect. (Paycheck of July 12)

- *Evaluation period is from May 1, 2023 to April 30, 2024*
- *Last payroll period of fiscal year ends on Saturday, June 22*

PERFORMANCE EVALUATIONS 2024

TIMELINE	PARISHES, SCHOOLS (NON-INSTRUCTIONAL), OTHER ENTITIES
➤ NOW	Review job descriptions and compile notes on performance. Meet with staff, explain procedure, assign self-assessment
➤ _____	Employee self-assessments due to supervisors
➤ _____	Complete written Performance Evaluations on each employee and meet with them to review and set goals; provide updates to job description if applicable; make revisions
➤ _____	Final copies and scores submitted for review by Pastor/Principal
➤ _____	Evaluations and scores reviewed and approved by Pastor/Principal
➤ _____	Salary increases provided to supervisors *(percentage averaging to no more than the budgeted financial resource available for increases)*
➤ _____	Meet w/ employees individually on salary increases
➤ _____	Complete Salary Change Authorization Form; copies of form, evaluation, updated job description filed in personnel folders
➤ 7 / 1	FY25 Raises go into effect.

- *Evaluation period is from May 1, 2022 to April 30, 2023*
- *Last payroll period of fiscal year ends on Saturday, June 22*

PERFORMANCE EVALUATIONS 2024

TIMELINE	PARISHES, SCHOOLS (NON-INSTRUCTIONAL), OTHER ENTITIES
➢ NOW	Review job descriptions and compile notes on performance. Meet with staff, explain procedure, assign self-assessment
➢ _____	Employee self-assessments due to supervisors
➢ _____	Complete written Performance Evaluations on each employee and meet with them to review and set goals; provide updates to job description if applicable; make revisions
➢ _____	Final copies and scores submitted for review by Pastor/Principal
➢ _____	Evaluations and scores reviewed and approved by Pastor/Principal
➢ _____	Salary increases provided to supervisors *(percentage averaging to no more than the budgeted financial resource available for increases)*
➢ _____	Meet w/ employees individually on salary increases
➢ _____	Complete Salary Change Authorization Form; copies of form, evaluation, updated job description filed in personnel folders
➢ 7 / 1	FY25 Raises go into effect. (Salary Change forms to payroll)

- *Evaluation period is from May 1, 2022 to April 30, 2024*
- *Last payroll period of fiscal year ends on Saturday, June 24; Paycheck of July 12*

Questions?

We're here to help!

For evaluations of school principal and instructional personnel:
Dr. Jim Rigg, jrigg@theadom.org; 305-762-1078

For evaluations of Pastoral Center, parish / ministry personnel and non-instructional school personnel:
Lisa Pinto, lpinto@theadom.org; 305-762-1201
Kevin Darville, kdarville@theadom.org; 305-762-1060 (Parish Accounting Entities)