



# Annual Evaluation Process

Iowa League of Cities Annual  
Conference 2022

# Objectives



**Purpose**

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**Types/Raters**

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**Feedback/  
Communication**

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**Tips**

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**Does your city have an established evaluation process?**

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**Does your city utilize evaluations on a consistent basis?**

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# Purposes

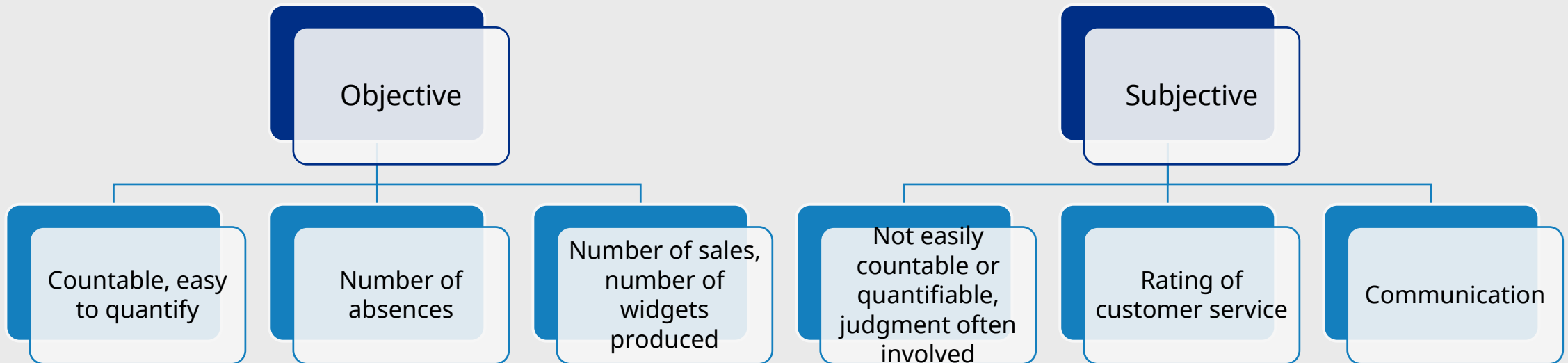
**Decision  
Making**

**Development**

**Documentation**

**Selection  
Validation**

# What is the issue with evaluations?

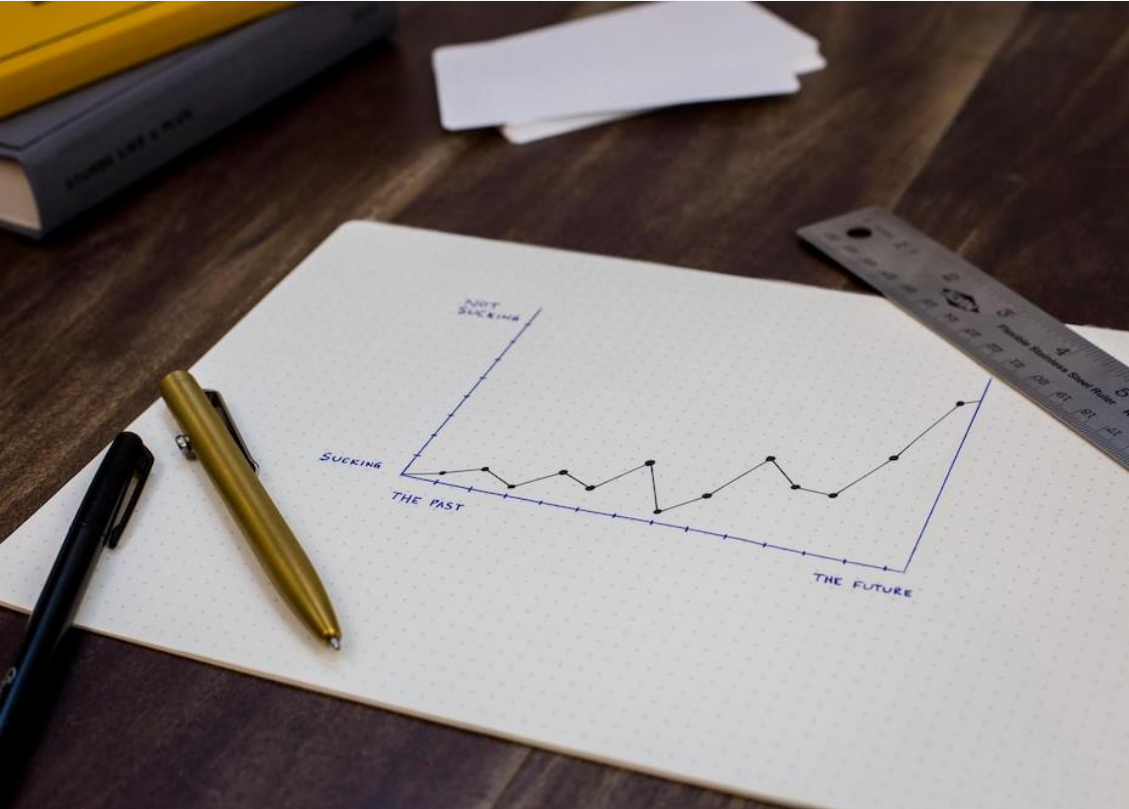




# Results



# Action & Behavior



**So what is  
performance  
then?**

**Core tasks**

**Citizenship behaviors**

**Adaptivity**

**Ethical Behavior**

**Avoiding counterproductive  
behaviors**



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**Does your evaluation include safety?**

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# Safety Performance



## Compliance (safety-specific task performance)

- Using PPE
- Following Procedures
  - Notification of Injuries
- Seat-belt policies



## Participation (safety-specific citizenship)

Volunteer for safety committee

Become Certified in CPR

# How do you measure safety?

## Leading

- Generally *prior* to an incident, accident, injury
- Safety observations
- Safety audits
- Near miss (that doesn't result in injury)
- Safety training completion

## Lagging

- Generally an actual incident, accident, injury or other related outcome
- Incident review
- Specific types of incidents or injuries
- Work comp claims and litigation

# What do you measure?

## Organization

- City budget data
- Overall turnover rate
- Employee satisfaction scores
- Overall safety rates, comp costs

## Department

- Department budget data
- Department turnover
- Etc.

## Employee

- Ratings of productivity, task completion, work quality
- Absenteeism
- Objective output (new citizens, customer satisfaction, etc.)

# Performance Management and Employment Law

Beware of discrimination and disparate impact.



# Types - New Employee



**Initial - shorter  
timeframe  
30-60-90 days**



**Feedback  
Guidance**



**Probation  
Period**





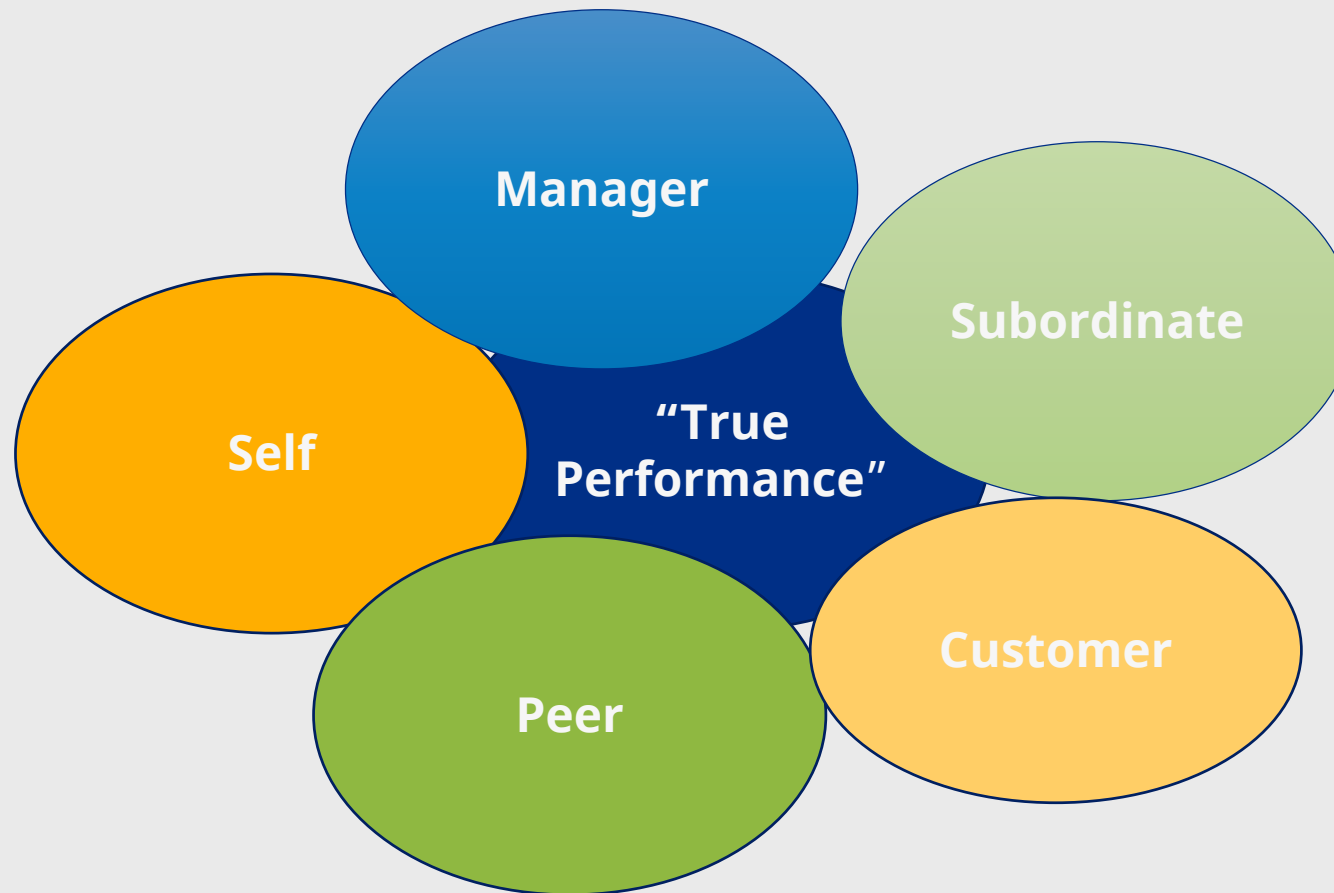
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**Select the following types of evaluations you use?**

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# Who is the rater?



### Typically, a combination of raters (above, below, next to)

- Manager
- Self
- Peers
- Subordinates

### Decision-points around:

- Which ratings are anonymous or not
- How many raters in each group
- If the employee gets to nominate their own raters

### Pros

- Can provide a really rich picture of performance
- Lots of information for feedback purposes

### Cons

- Time-consuming
- Logistically more difficult
- More raters, more politics/motive/social pressures

# 360-degree ratings

# Types – Ratings vs. Goals



## Ratings Scales

### Graphic Rating Scales

- 1-5 acceptability scale
- 1-5 quality level
- 1-7 effectiveness

### Behavioral Rating Scales

Based on behavior

## Goals

Track results

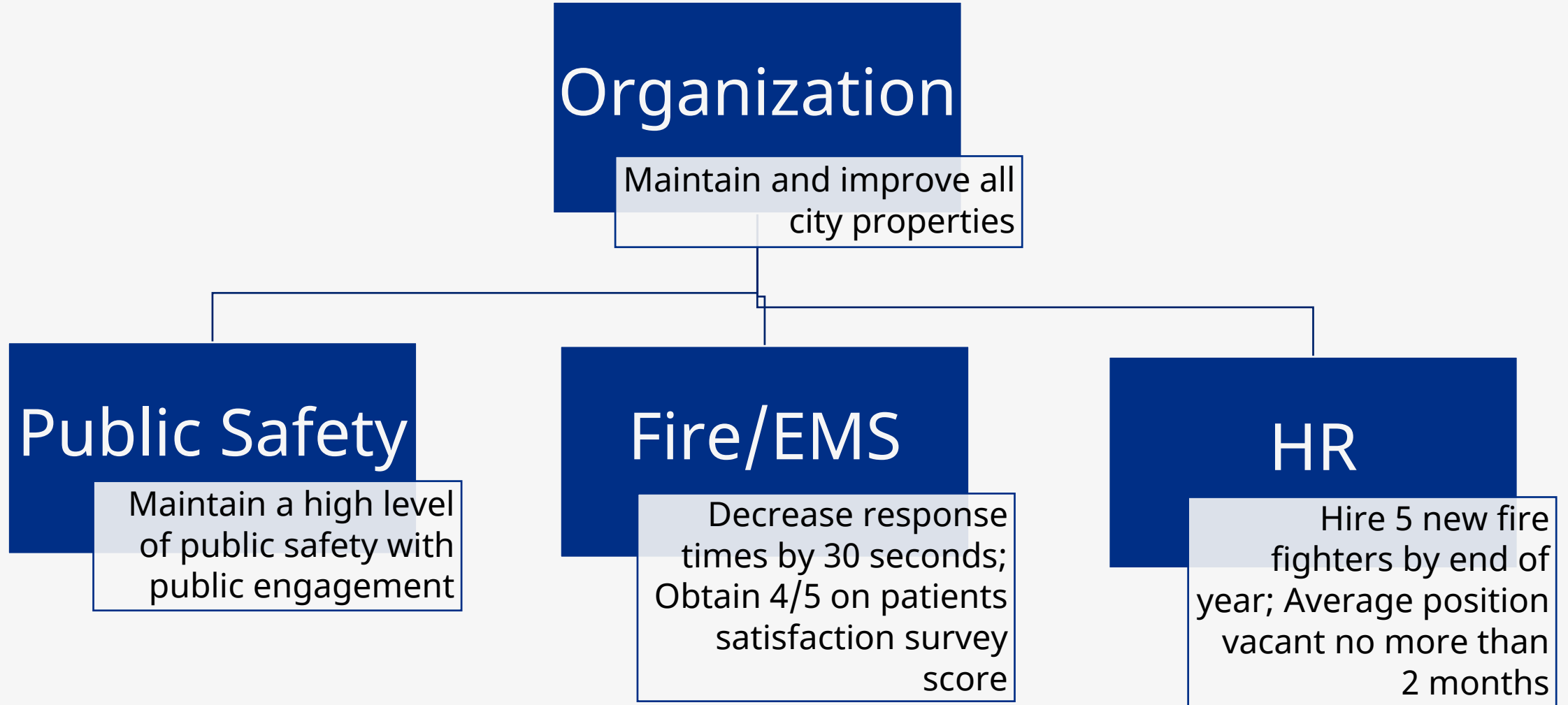
Often easy to evaluate

SMART Goals

# SMART Goals



# SMART Goal Example





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**Is providing feed back difficult for you?**

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# Feedback/Communication



**Current  
Goals**

**1**

**Strengths/  
Opportunities**

**2**

**Future  
Goals**

**3**

# Comments

Helpful	Less Helpful
Always shows up for her shift on time	On time
At times, does not display the level of effort necessary to complete tasks well	Is lazy
Recently, when a customer had a question she could not answer, she connected them with several colleagues who could help, getting the customer the answer they needed	Is good with customers
Recently, when an angry customer called in, she took it personally and lost her cool with the company. This goes against the company's approach in handling upset customers.	Is bad with customers
This employee is new and is still getting trained on aspects of her job. I gave her a 3 because she isn't fully trained. The tasks she is able to work on are being completed really well, at more like a 4 rating.	Seemed in between 3 and 4

# Tips



**Rater Training**

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**Rater Error Training**

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**Frame of Reference  
Training**

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**Other Tips/Tools**



# Questions?

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## Questions

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