

DID YOU KNOW?



Interesting Facts & Anecdotes from your District Operations and Member Services Committee

December 2014

Did you know?....

District boards should ensure performance evaluations are conducted on all employees at least annually. The board delegates a member, usually the chair, or a team to review the district manager. The district manager evaluates all other employees. When advisable, evaluations may be assigned to the supervisors of key work sections (departments, divisions, operation units). The ideal person to do an evaluation is the individual with supervisory authority who knows an employee's job performance best.

Performance evaluations assess performance against defined job descriptions or workload assignments. They should identify where training is needed to improve areas of unacceptable performance or where rewards for exceptional performance might be warranted. It's also a good time to modify/update the job descriptions to reflect the work planned for the next year.

One major obstacle to doing good performance evaluations is the inadequacy of the job description itself. Three major faults come to mind.

- Job descriptions are too general and do not state tasks that can be easily monitored and measured. Job descriptions are often written too broadly and list all the possible responsibilities, tasks, and qualifications that might pertain to a job title. So if an employee appears to perform poorly, it may be difficult to tell if the fault lies on the employee or the management in using a bad job description.
- Job descriptions are often written and then just filed away and forgotten. They should be updated each year to identify exactly what is expected. If you get better performance than expected, the individual might be rewarded in some way. If you get lower performance, then either the performance should be carefully examined or the job description missed the mark.
- Job descriptions do not give qualitative or quantitative measures for the tasks. Stating how many, how much, how often, or how well each task should be done more clearly specifies your expectations to the employee and thus improves your ability to measure actual performance against expectations.

A job performance evaluation produces more favorable outcomes when good job descriptions exist and the employee's performance has been regularly monitored. In fact, the employee should be able to anticipate the evaluator's assessments. The evaluator is less likely to hear responses like "I don't understand why you think I am not doing a good job. I thought I was doing good work" or "You expect so much, I just cannot get it all done. I don't know what you want."

Good job descriptions greatly influence recruiting. Applicants get a clearer picture of what you are seeking. Interviewers are better able to assess the applicant's skills against defined tasks and measures. Your chances of making the right choice greatly improve. Application screeners and job interviewers have an easier task, because potential applicants are less likely to apply if they cannot do the work or don't want to. Qualified persons might not even apply if the job description looks impossible, is too general, or is cluttered with tasks they do not want to do. Also the individual hired usually experiences fewer surprises about "what the job actually is." And everyone is happy, at least until the "honeymoon period" of the first three months ends.

Making every Did You Know? statement be completely accurate for all states is impossible. The DO/MS Committee requests your understanding. We also invite you to find out what your state and local laws and policies say about any particular item.

DONATE NOW
Secure donations through
Network for Good

[Unsubscribe](#)