

8. How to Run Your Team on Autopilot Before the Crisis

Bonus #3

Models for Effective PA Procedures

A. ANNOUNCING EVALUATIONS TO EMPLOYEES

To the department managers at the head office and the employees of [company]:

During [the time period], there will be an evaluation of the entire staff. The goal of this evaluation shall be to improve employees' performances over the last period of ___ months.

This evaluation criteria is designed for the following groups of employees:

- _____
- _____
- _____

The evaluation will be performed by each department manager (for the ___ departments), and by a commission (for the ___ departments). In the month of ____, the department heads will be trained about the evaluation procedure.

The criteria in other annexes that are specific to each group will be displayed in the workplace.

In addition, this criteria will be communicated to every employee.

In order for the evaluation to be objective, the heads of the departments will follow the behavior of subordinate employees through the prism of the communicated evaluation criteria.

If there are more hierarchical heads (for example, the Technical Workshop at ___), each hierarchical superior will observe the behavior of the employees according to the criteria mentioned in the annexes.

General Manager

Evaluation Coordinator

B. PERFORMANCE APPRAISAL PROCEDURE AT ___ COMPANY

Purposes of the Performance Appraisal:

1. To introduce a performance climate from all employees of the company, based on the quality criteria set by the company.
2. To materialize a procedure that the employees have been aware of for ___ months.
3. To guide the employees about identifying their own weaknesses and trying to remedy them.
4. To give the evaluators experience, and discuss discrepancies between assessments. After following the implementation of the whole procedure, proposals will then be made to improve the evaluation activity.

The assessment shall be made by designated persons, and the following guidelines shall be used:

1. The criteria has been projected in a way that should make each evaluation as accurate as possible, based on the explanations of each score regarding any objective. There is no need to “force” higher scores than necessary for any favorite employees. In other words, your personal interests should not influence your notes on specific criteria. On the contrary, the final score should show you who has the best performance, regardless of your personal preferences for employees.

Example: During the last period, one employee has had a recalcitrant attitude towards you. Nevertheless, give him accurate notes about other criteria, such as _____. And do not put him in a lesser category if the other criteria fall close to the maximum!

2. Each criterion should be considered separately from the others. If two employees deserve the same score on a criterion, DO NOT accord fewer points to one of them because he was weaker at another criterion.

3. Several evaluators will be appointed, who will work independently. It is essential that they do not influence the results.

4. All the employees cannot have the same score, and all of them cannot be very exceptional at all performance objectives.

5. Evaluate the entire period of ___ to ___. The points should reflect the attitude throughout this period, not just the last 2-3 months. (There is a normal psychological tendency to distort the results).

6. For full objectivity: the average score of the department is not equivalent to the score for the heads of departments. Every head of every department will be evaluated, starting with specific criteria.

Evaluation Coordinator

C. ORIENTATIVE CRITERIA FOR EMPLOYEES AT DESKS (including Middle Management)

CRITERION 1: Ability to Efficiently Analyze Work Issues

1 pt.) The employee does not demonstrate skills in recognizing work problems and collecting information. He/she does not propose solutions, and does not identify tools to solve these problems. Sometimes, gathering and analyzing information are not complete. The proposed solutions are inconsistent.

2 pts.) The employee needs help with recognizing service issues, gathering information, proposing solutions, and identifying the tools and resources needed to solve these problems. The provided solutions are often incorrect, and can lead to unwanted results.

3 pts.) The employee demonstrates that he/she has the skills to recognize the problems in his/her job performance, collect information, propose solutions, identify tools or resources, and solve these problems. The employee analyzes issues in an acceptable manner. The solutions are correct, and the results are the anticipated ones.

4 pts.) The employee demonstrates initiative and independence in identifying problems and proposing solutions. He/she offers creative, complete solutions to complex, unusual issues.

5 pts.) The employee suggests solutions to prevent problems before they occur.

CRITERION 2: Concerns about improving results

1 pt.) The employee demonstrates resistance or disinterest in improving his/her work or department. He/she rejects suggestions about how to improve his/her performances by other colleagues and superiors.

2 pts.) The employee demonstrates an insufficient amount of initiative about providing suggestions or recommendations for improving his/her work or department.

3 pts.) The employee demonstrates a professional understanding of his/her own work, including how he/she relates to other departments. He/she makes relevant, valuable recommendations about improving his/her work and department.

4 pts.) The employee consistently makes recommendations about how to improve his/her work and his/her department, and recommends ways to implement them.

5 pts.) The employee provides viable, valuable suggestions (in terms of resource efficiency), and also suggests solutions to prevent problems before they occur in his/her work or department.

CRITERION 3: Accuracy and Fairness

1 pt.) The results of the employee's work consistently presents important errors and omissions. His/her work needs corrections and revisions from another person, in order to be acceptable. His/her work is incomplete and disorderly.

2 pts.) The results of the employee's work consistently present errors and unimportant omissions. He/she doesn't pay attention to details. His/her work needs revisions from another person, in order to provide clear and complete information.

3 pts.) With a few exceptions, the results of the employee's work are consistently accurate.

4 pts.) The results of the employee's work are consistently accurate. His/her work is clear and complete, in terms of the data he/she provides. Moreover, he/she pays attention to detail.

5 pts.) The results of the employee's work are consistently accurate, even in the most stressful situations. The employee anticipates potential difficulties, and takes measures to avoid them.

CRITERION 4: Tracking Service Tasks until They Are Complete

1 pt.) The employee does not track whether or not his/her tasks have been completed, if the problem has been resolved, or if the necessary information has been obtained.

2 pts.) The employee has difficulty following the completion of his/her work duties. Sometimes, they are incomplete, or the employee does not follow the completion of some of the service tasks. He/she doesn't always inform his/her boss about the difficulties he/she encounters.

3 pts.) The employee follows and ensures the timely completion of his/her service tasks. He/she informs his/her boss when impediments appear in the way, and he/she fulfills his/her service tasks.

4 pts.) The employee efficiently and correctly prioritizes work. He/she anticipates any impediments, and ensures that they are handled, in order to carry out his/her tasks.

5 pts.) The employee efficiently and correctly demonstrates the initiative to assume complex responsibilities, and effectively pursues their proper, timely implementation.

CRITERION 5: Relationship Skills with Superiors, Team Members, and Other Colleagues

1 pt.) The employee does not develop or maintain successful professional relationships with other colleagues in the department. He/she is always very critical and uncooperative.

2 pts.) The employee does not show respect for the opinions or attitudes of other colleagues. He/she doesn't have a positive attitude about the suggestions or recommendations of other colleagues or about common service issues.

3 pts.) The employee interacts well with other colleagues. In both written and verbal communication, he/she communicates of his/her own volition, in a cooperative

manner, and with tact, patience, and politeness. He/she demonstrates active listening skills with colleagues. He/she is a diplomat, and wants to be helpful in any situation, both to colleagues and clients.

4 pts.) The employee tries to avoid communication problems before they occur. He/she initiates dialogue to solve problems. He/she always helps solve communication problems between colleagues, and makes further efforts in this regard.

5 pts.) The employee sets the standard for ways to positively solve the most complex, sensitive conflicts.

CRITERION 6: Initiative and Flexibility

1 pt.) The employee refuses to engage in anything other than daily tasks and will not take initiative. He/she is not proactive, and expects to be assigned new tasks. He/she does not accept new ways to solve the department's problems and tasks.

2 pts.) The employee is reticent about assuming additional responsibilities and accepting new ways to solve the problems in the department. He/she needs close supervision during daily tasks. He/she doesn't demonstrate any initiative, and doesn't productively utilize his/her time.

3 pts.) The employee demonstrates initiative during the realization of the department's projects. He/she doesn't expect to be assigned tasks, but offers to engage in departmental projects, assumes new (or additional) responsibilities, and accepts new ways to solve the department's problems.

4 pts.) The employee demonstrates a creative approach to looking for opportunities and solutions that will achieve the department's objectives. He/she volunteers to take on new (or additional) responsibilities as needed.

5 pts.) The employee identifies and proposes new methods and procedures, in order to achieve the department's objectives. He/she demonstrates leadership skills by positively promoting new tasks and new work methods.

CRITERION 7: Missing Sanctions

No penalties = 0 points

Deduct 0.15 points from the final score for each warning, 0.25 points for each month that included a lighter penalty (according to the business owner's opinion), and 0.5 points for each serious punishment (according to the business owner's opinion).

SUPPLEMENTARY CRITERION FOR THE DEPARTMENT LEADER/MANAGER

Organizational skills and work planning:

1 pt.) Generally, the employee doesn't demonstrate the ability to organize and efficiently plan his/her own work or the work of his/her subordinates.

2 pts.) Sometimes, the employee doesn't demonstrate effective organization and planning abilities for his/her own work or the work of his/her subordinates.

3 pts.) The employee is organized and effectively plans his/her own work and the work of his/her subordinates.

4 pts.) The employee sets the standard, and helps his/her subordinates maintain efficient organization and planning in their work.

5 pts.) The employee is extremely efficient and organized, and is recognized by colleagues as an expert in this regard.

D. ORIENTATIVE CRITERIA FOR THE TECHNICAL DEPARTMENT (including maintenance, mechanics, locksmiths, and electromechanics)

CRITERION 1: Presence and Punctuality

1 pt.) The employee frequently takes advantage of any opportunity to miss work.

2 pts.) The employee is frequently absent or tardy, usually with well-founded reasons. But he/she doesn't always give advance notice.

3 pts.) The employee is absent or tardy from time to time, and he/she usually gives advance notice.

4 pts.) The employee is always at work, and sometimes works overtime.

5 pts.) The employee often works overtime.

CRITERION 2: Knowledge about the Job

1 pt.) The employee doesn't demonstrate adequate knowledge and competence at effectively exercising the function he/she holds. He/she makes little or no effort to get new information about his/her position.

2 pts.) The employee demonstrates insufficient knowledge and competence at effectively exercising the function he/she holds. He/she requires extra effort to reach the optimal standards for the job he/she holds.

3 pts.) The employee demonstrates enough knowledge and skills to perform the tasks in the job description. He/she consistently and thoroughly applies the technical knowledge that he/she possesses.

4 pts.) The employee demonstrates the initiative to improve professional skills and knowledge through training and self-education. He/she demonstrates the initiative to share new professional information that he/she has acquired with other team members.

5 pts.) The employee demonstrates a high level of experience and special skills, including the most difficult aspects of the job that he/she holds. He/she is recognized as a specialist in his/her field.

CRITERION 3: Accuracy and Fairness in the Tracking of Job Tasks

1 pt.) The results of the employee's work consistently contains errors and important omissions. To be acceptable, his/her work needs corrections and revisions by another person. The work is incomplete and disorderly.

He/she doesn't track whether or not his/her service tasks have been completed, if problems have been solved, or if the necessary information has been obtained.

2 pts.) The results of the employee's work consistently contain errors and omissions. He/she doesn't pay attention to details. His/her work needs revisions by another person, in order to provide clear, complete information.

Sometimes, the employee does not complete some of his/her service tasks. He/she doesn't always inform his/her boss about the difficulties that he/she encounters.

3 pts.) With a few exceptions, the result of the employee's work is consistently accurate.

He/she efficiently and correctly prioritizes his/her work. The employee anticipates any impediments and ensures his/her coping skills for fulfilling his/her duties.

4 pts.) The results of the employee's work are consistently accurate. The data that his/her work provides is clear and complete. The result of the work is clear and demonstrates attention to detail. He/she follows and ensures the timely completion of his/her job tasks. He/she informs his/her boss when impediments appear that will block the fulfillment of his/her tasks.

5 pts.) The results of the work are always accurate, even in the most difficult, stressful situations. The employee anticipates potential difficulties and takes steps to avoid them.

He/she demonstrates the initiative to undertake complex responsibilities, and effectively and accurately pursues his/her achievement in a timely manner.

CRITERION 4: Contribution to Team Success

1 pt.) The employee puts the fulfillment of the team's tasks in jeopardy.

2 pts.) The employee doesn't make any substantial, constructive contribution to performing the team's tasks.

3 pts.) The employee contributes to the team's goals. He/she supports initiatives and shares ideas, information, and opinions about ways to achieve these goals. He/she puts the team's interests above his/her personal feelings. The employee maintains confidentiality about service issues.

4 pts.) The employee demonstrates initiative about promoting and achieving the common objectives of the team, and finding ways to achieve them. He/she encourages the participation and success of other team colleagues, and helps them achieve their goals.

5 pts.) The employee sets appropriate standards for others, and supports and motivates his/her colleagues to achieve the team's goals. He/she significantly contributes to the team's achievements.

CRITERION 5: Opening Up New Ideas and Approaches

1 pt.) The employee opposes new ideas, and tries to negatively influence his/her coworkers.

2 pts.) The employee is resistant to new ideas and approaches in his/her work.

He/she refuses to accept a situation, even after a decision has been made about it.

3 pts.) The employee demonstrates an open and positive attitude about new ideas and approaches related to his/her work. He/she is eager to get involved in new projects.

4 pts.) The employee offers positive, constructive suggestions. He/she exercises creativity when implementing recommendations, in order to improve processes/procedures.

5 pts.) The employee demonstrates enthusiasm and initiative about involving others in accepting new ideas about their work.

CRITERION 6: Initiative and Flexibility

1 pt.) The employee refuses to engage in anything other than daily tasks and will not take initiative. He/she is not proactive, and expects to be assigned new tasks. He/she does not accept new ways to solve the department's problems and tasks.

2 pts.) The employee is reticent about assuming additional responsibilities and accepting new ways to solve the problems in the department. He/she needs close supervision during daily tasks. He/she doesn't demonstrate any initiative, and doesn't productively utilize his/her time.

3 pts.) The employee demonstrates initiative about completing the department's projects. He/she doesn't expect to be assigned tasks, but offers to engage in departmental projects, assumes new (or additional) responsibilities, and accepts new ways of solving the department's problems.

4 pts.) The employee demonstrates a creative approach to looking for opportunities to achieve the department's objectives. He/she volunteers to take on new (or additional) responsibilities as needed.

5 pts.) The employee identifies and proposes new methods and procedures, in order

to achieve the department's objectives. He/she demonstrates leadership skills by positively promoting new tasks or work methods.

CRITERION 7: Follows the Instructions of Superiors

1 pt.) The employee doesn't follow the instructions given by his/her superiors.

2 pts.) The employee requires repeated instructions, in order to perform the service tasks.

3 pts.) The employee acts according to the written or verbal instructions given by his/her superiors. He/she asks for clarification if instructions are not clear. He/she successfully follows instructions, without needing the intervention of his/her superiors.

4 pts.) The employee needs minimal instructions, and he/she doesn't require the intervention of his/her superiors to perform his/her duties.

5 pts.) The employee anticipates situations that require assistance. He/she effectively resolves complex situations.

CRITERION 8: Missing sanctions

No penalties = 0 points

Deduct 0.15 points from the final score for each warning, 0.25 points for each month that included a lighter penalty (according to the business owner's opinion), and 0.5 points for each serious punishment (according to the business owner's opinion).

E. ORIENTATIVE CRITERIA FOR DRIVERS' EVALUATIONS FOR TRANSPORTATION COMPANIES (including freight, passenger, and special services) AND DISTRIBUTION COMPANIES

CRITERION 1: Presence and Punctuality

1 pt.) The employee frequently takes advantage of any opportunity to miss work.

2 pts.) The employee is frequently absent or tardy, usually for well-founded reasons, but he/she doesn't always give advance notice.

3 pts.) The employee is absent or tardy from time to time, and he/she usually gives advance notice.

4 pts.) The employee is always at work and sometimes works overtime.

5 pts.) The employee often works overtime.

CRITERION 2: Availability during Unforeseen Situations

1 pt.) During unforeseen situations, the employee is not usually open to the requests of his/her superiors.

2 pts.) During unforeseen situations, the employee is occasionally not open to the requests of his/her superiors during unforeseen cases, and he/she has objections and comments.

3 pts.) The employee strictly respects the appointments made by his/her superiors.

4 pts.) The employee is occasionally open to superiors' requests to work on unexpected cases.

5 pts.) The employee is always open to superiors' requests to work on unforeseen cases, and fulfills the requirements without fail.

CRITERION 3: Relationship Skills with Superiors, Team Members, and Other Colleagues

1 pt.) The employee does not develop or maintain successful professional relationships with other colleagues in the department. He/she is always very critical and uncooperative.

2 pts.) The employee does not show respect for the opinions or attitudes of other colleagues. He/she doesn't have a positive attitude about the suggestions or recommendations of other colleagues or about common service issues.

3 pts.) The employee interacts well with other colleagues. In both written and verbal communication, he/she communicates of his/her own volition, in a cooperative manner, and with tact, patience, and politeness. He/she demonstrates active listening skills with colleagues. He/she is a diplomat, and wants to be helpful in any situation, both to colleagues and clients.

4 pts.) The employee tries to avoid communication problems before they occur. He/she initiates dialogue to solve problems. He/she always helps solve communication problems between colleagues, and makes further efforts in this regard.

5 pts.) The employee sets the standard for ways to positively solve the most complex, sensitive conflicts.

CRITERION 4: Attitude towards Passengers

1 pt.) Over 5 complaints or negative reports.

2 pts.) 4-5 complaints or negative reports.

3 pts.) 2-3 complaints or negative reports.

4 pts.) 1 complaint or negative report.

5 pts.) No complaints.

CRITERION 5: Maintenance of Vehicle

1 pt.) More than 15 reports were filed about the vehicle being untidy during the evaluation period.

2 pts.) 11-15 reports were filed about the vehicle being untidy during the evaluation period.

3 pts.) 5-10 reports were filed about the vehicle being untidy during the evaluation period.

4 pts.) The vehicle was generally neat (with a maximum of 5 exceptions) during the evaluation period).

5 pts.) The vehicle was consistently tidy.

CRITERION 6: Wearing the Company Uniform

1 pt.) The employee did not wear a full uniform more than 15 times during the evaluation period.

2 pts.) The employee did not wear a full uniform 10-15 times during the evaluation period.

3 pts.) The employee did not wear a full uniform 5-10 times during the evaluation period.

4 pts.) The employee did not wear a full uniform 1-5 times during the evaluation period.

5 pts.) The employee always wears a full uniform.

CRITERION 7: Accidents and Collisions (that involved the employee being declared legally at fault)

1 pt.) The driver had 3 or more accidents or collisions, or the amount of time (at all accidents) that the vehicle was unusable exceeded 72 hours.

2 pts.) The driver had 3 or more accidents or collisions, or the amount of time (at all accidents) that the vehicle was unusable lasted 48-72 hours.

3 pts.) The driver had 2 or more accidents or collisions, or the amount of time (at all accidents) that the vehicle was unusable lasted 24-48 hours.

4 pts.) The driver had 1 accident or collision, or the amount of time (at all accidents) that the vehicle was unusable lasted 1-23 hours.

5 pts.) The driver had no accidents or collisions.

CRITERION 8: Presence at Professional Trainings

1-5 pts.) The score will be calculated, depending on participation at health and work-safety meetings, the safety of circulation, and first aid.

CRITERION 9: Fuel Consumption

For every 20 liters of consumption over the limit, delete 0.15 points from the score.

CRITERION 10: Missing Sanctions

No penalties = 0 points

From the final score, deduct 0.15 points for each warning, 0.25 points for each month that included a lighter penalty (according to the business owner's opinion), and 0.5 points for each serious punishment (according to the business owner's opinion).

F. MODEL FOR ADDRESSING AND COMMUNICATING RESULTS

Dear Mr. or Ms. ____,

During [specific period of time], we made an evaluation about your activity within the company, according to the criteria in the attachment. These criteria aim at introducing a performance climate on behalf of all employees of ____, which is based on the performance criteria set by the company.

The assessed period was ____ - _____. For the criteria below, a score of 5 is excellent.

Your score is: 4.00

Criterion	Evaluator 1	Evaluator 2
1. Ability to effectively analyze work issues	3	4
2. Concern about improving results	4.5	4
3. Accuracy and fairness	3	4
4. Tracking service tasks until they are completed	4	4.5
5. Relationship skills with colleagues and superiors	4	4
6. Initiative and flexibility	3	5
7. Missing sanctions	0	0
8. Head of Department: Organizational skills and	5	4

work planning

The average score for your department: 3.75

Your score in the previous assessment: 4.5

Observations about the criteria notations:

Recommendations:

The next evaluation will include similar criteria to those listed above. The evaluation period (as well as the evaluation criteria) will be brought to your attention in due time.

All evaluations will be recorded in your personal file. Based on this score, the management of the company will make decisions about you.

Therefore, we ask you to further improve your score, and pay more attention to any criteria that resulted in a low score.

General Manager

Commission Coordinator

Commission Secretary

I received these results:

Signature

Date

G. THE INDICATIVE MODEL FOR THE EVALUATION REPORT

(Note from the author: this model contains average points that can be used by evaluators and business owners, and you can adapt them to your company's situation).

During the evaluation, report on the progress of the employee, make proposals, and draw conclusions.

The assessment was made by designated persons, who did not speak directly to the assessed employee. The evaluation coordinator was ____, and the Secretary of the Evaluation Committee was ____.

During the first stage, a meeting was held with all the evaluators, and during the course of the procedure, the issues raised by the evaluators were solved.

We mention the positive aspects of the assessment:

1. Objectivity

The evaluators were asked to work independently from each other, and not influence each other, especially since all the evaluators were evaluated by other colleagues. They did not give in to pressure from subordinates.

With few exceptions, the employees were assessed by at least 2 evaluators, and their results were relatively close. (At most, there was a difference of 1 point). In particular:

- The evaluators in previous proceedings provided very close averages. Higher differences occurred between evaluators without previous experience, but we appreciate it if these differences do not affect the final result.

- These differences can be partly explained by the different experiences of various superiors with the same employee. That's why the contribution of two evaluators was beneficial, since the obtained averages balance each other out.

2. Seriousness

Each of the evaluators paid great attention to the assessment. However, during this period, the professional activity of the evaluators was demanding. The questions and issues raised were relevant, and they were accompanied by proposed solutions, when appropriate. Given the above specifications, the average score of the department is not the equivalent to the ranking for the heads of departments.

However, the employees in each department will be separately analyzed. Therefore, a source of favoritism has been removed from evaluators. Remember, the average of your department reflects on you as a hierarchical superior.

3. Acquiring experience

For all persons involved, the starting point has resulted in the need for evaluators to gain more experience.

You may say that the assessment has a solid basis, in terms of objectivity and the experience of the evaluators.

Observations arose during the evaluation:

- The first general observation** is that a score of 5 is the equivalent of "exceptional," not "very good."

The overall average level is between 3.6 and 3.75. However, after the first evaluation, all employees should strive to receive a 5.

Here is the average score of employees:

Department A: ____ Department B: ____ Department C: ____

With three exceptions in Department A, the average has dropped from 0.4 to 0.8 points (in some cases, even more), due to the fact that the following criteria were more severe than they were in the last performance appraisal:

- ii. The second observation** is that quite a few evaluators (especially those who rated it for the first time) felt compelled to say that, "I gave the scores based on my observations, and I do not know how the others have scored."

As we said, the point is that it doesn't matter how others have scored. The important thing is objectivity. Evaluators should never influence each other.

Individual reports with the results of the evaluation will be communicated to the employees during the period of ____ to ____.

- iii. The third observation** is that you should never compare the scores of employees from different departments. (Remember, you couldn't have a base to compare a mechanic and an accountant.)

The analysis of how the procedure was conducted showed that the criteria were properly understood and objectively applied. We propose maintaining these criteria for future evaluations.

The evaluation committee proposed these results: during the next assessment, the employees who obtained the best 3 scores were given raises as a result of their assessments. At the same time, the employees with the worst 3 scores were dismissed on the grounds of professional failure.

A salary readjustment may also be made for employees who obtain low scores, but have high salaries.

In this way, the evaluation achieves its motivating purpose, which leads to:

- The selection of truly well-performing employees

BONUS #3

Models for Effective PA Procedures

- The desire for improvement in mid-level employees
- The dismissal of non-performing employees

Evaluation Coordinator
