Cultilisor
"T-N-T Series" 2017

Building a Better Appraisal Program

"Now that's fair!"

Human Resources Areas?

- Staffing
- Benefits
- Payroll
- Organization Development
- Employee Development



Talent Development Elements

Business Results

- Workplace alignment
- Efficiency Standards
- Measurements of Achievement



The Employee

- Hire date
- Job changes (what/when)
- Interview history
- Background
- Personality
- Compensation
- Personal events
- Manager history
- Demographics



The Job

- Job Design
- Policies
- Procedures
- Job Execution
- Measurements

Performance Accountability

- Results KPI's
- Task Accuracy Observations
- Learning Curve
- "Trainability"



Training & Development

- Learning Design
- Course Catalog
- Registration
- Course feedback
- Career Planning



Pay For Performance

"X" % on your annual appraisal qualifies you for the "A to B" % pay raise.

"Y" % on your annual appraisal qualifies you for the "C to D" % pay raise.



Pay For Results

- "X" # of widgets >>> with "A" quality level yields you "purple" "compensation."
- "X" # of widgets >>> with "B" quality level yields you "orange" "compensation."
- "Y" # of widgets >>> with "A" quality level yields you "green" "compensation."
- "Y" # of widgets >>> with "B" quality level yields you "blue" "compensation."

Why Are We Talking About This?

Because **money** matters! When it comes to **attitude**.



Consider the Scenarios:

Scenario 1: a **good** performer to whom the Business Unit Manager is going to give a **good** compensation boost.

Fair is fair, but what is the lasting impact?

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Consider the Scenarios:

Scenario 2: a **good** performer to whom the Business Unit Manager is going to give a **modest** compensation boost.

Fair is fair, but what is the lasting impact?



Consider the Scenarios:

Scenario 3: a poor performer to whom the Business Unit Manager is going to give a good compensation boost.

The employee: "What a nice boss!!"

The CFO: "What a chump!!"



Consider the Scenarios:

Scenario 4: a poor performer to whom the Business Unit Manager is going to give a modest compensation boost.

The employee: "What a nice boss!!"

The CFO: "They both have to go!!"



Why Are We Talking About This?

Because **money** matters! When it comes to **attitude**.

But results come from

Attitude + ABILITY.

Ability is only developed by <u>awareness</u> and <u>constant</u> <u>vigilance</u>.



Key Point #1 - Appraisal Programs Have

- Accountability to KPI Results: an Annual Review
- Accountability to job task performance:
 - Continual focused and structured observation and coaching, based on clear techniques and standards (which are developed by the HR group's awesome learning environment) a.k.a. "Performance Reviews"

Annual Reviews Create:

- Accountability to KPI Results
- A formal documentation process
- Clearly identified development need
- Measurement-based results assessment



Performance Reviews

- Focus on performance of a specific job task, and only one at a time
- Based on observation that is guided by either a check sheet or expert-level ability, but does not have to be the "boss"
- Include a goal and Action Plan
- Also capture "Best Practices" to be leveraged for development of others
- Strength & Weakness "inventory" can be done as of a point in time, then develop one weakness at a time

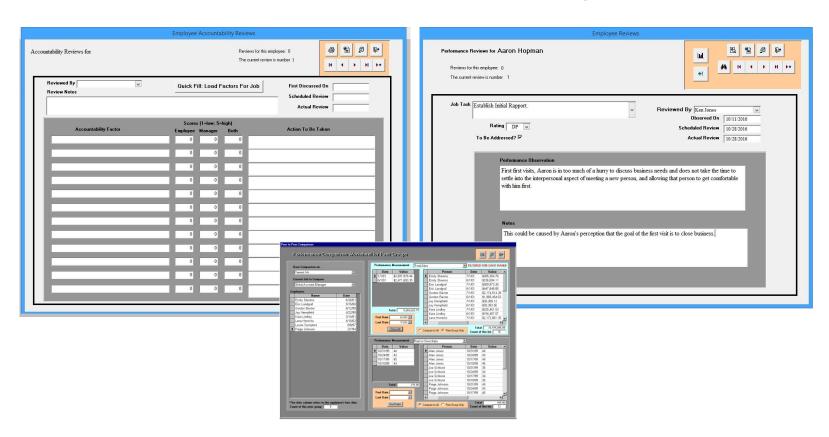
Performance Reviews Create:

- Actual awareness of what needs to be done differently
- Action plans at the tactical level
- A historical reference that is easy to use to create the Annual Review



Key Point #2 - Objective Based

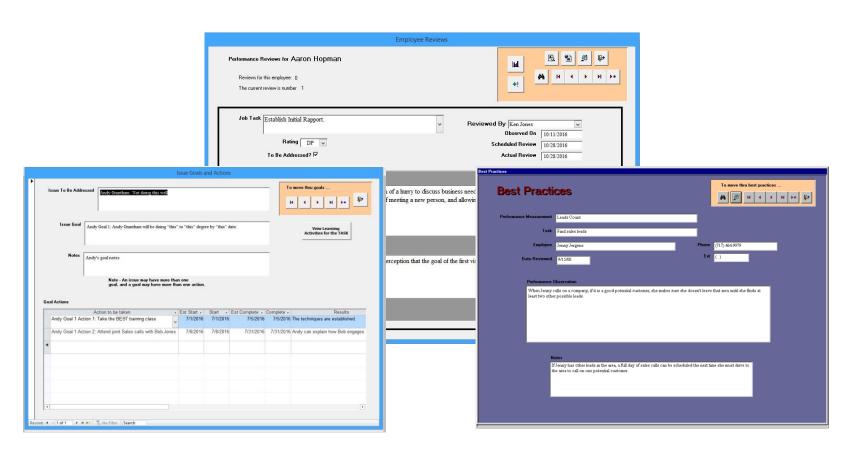
Annual Reviews and Performance Reviews both use measurements of task output





Key Point #3 - Historical Perspective

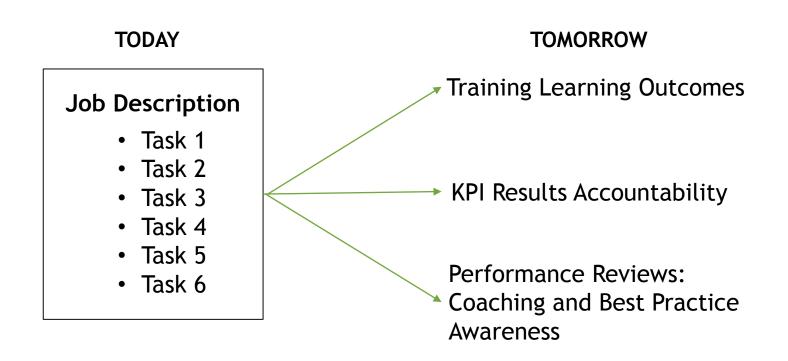
Annual Reviews use historic Performance Reviews, and both use historic measurements.





Key Point #4 - Task Focus

Use Simple Things in Powerful Ways: Job Tasks

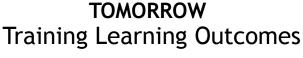


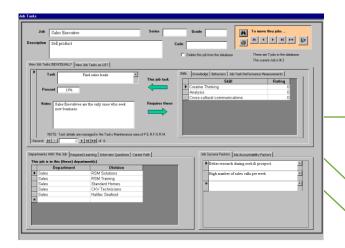


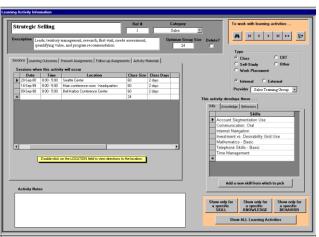
Leverage Your Work

Use Simple Things in Powerful Ways: Job Tasks

TODAY







KPI Results Accountability

Performance Reviews

Cultivisor is ready, willing & able to help you cultivate your workforce!



Thank You!

