PERFORMANCE EVALUATION TRAINING

Bulloch County Board of Commissioners

Performance Evaluations

2025



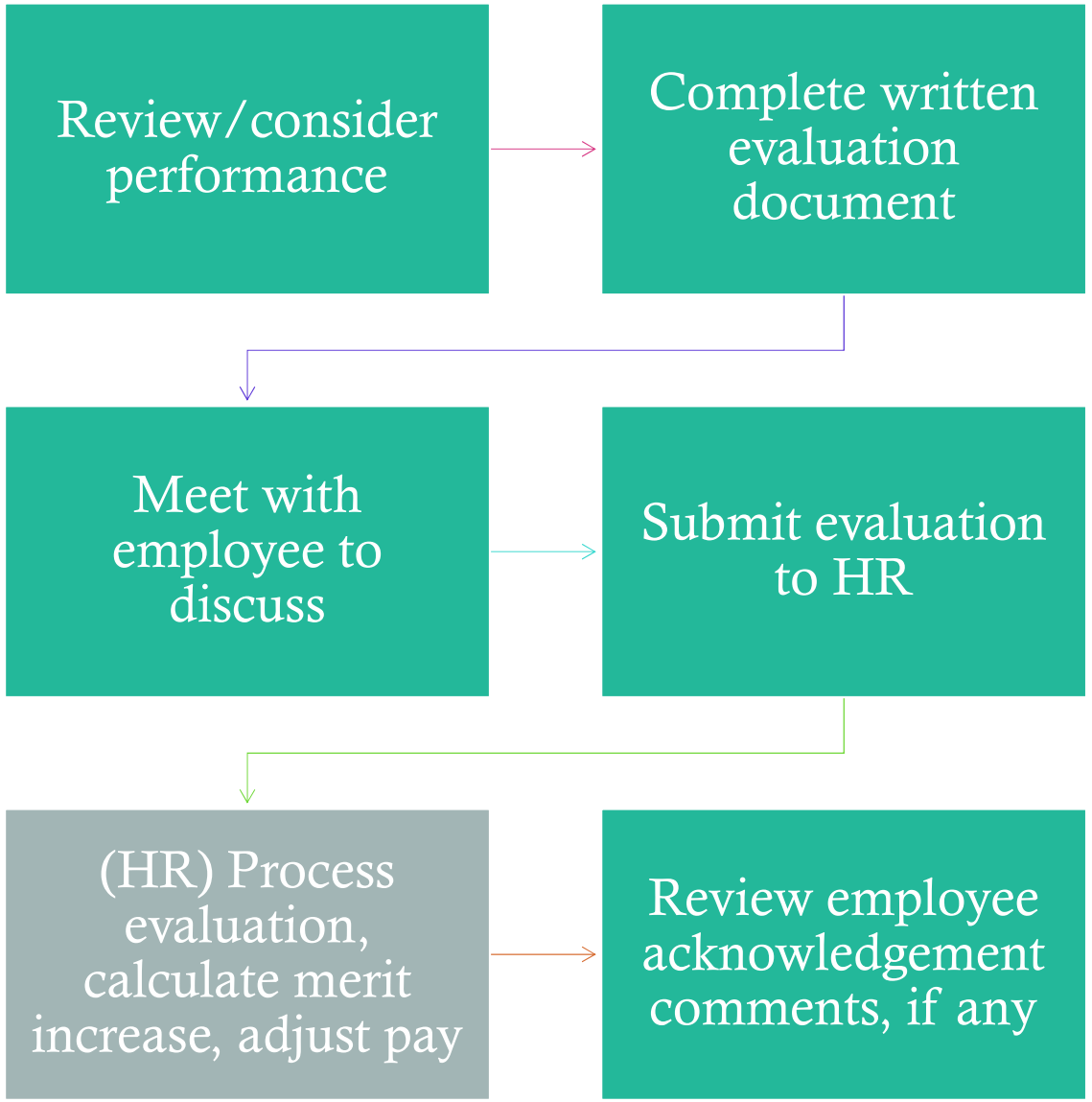


PERFORMANCE MANAGEMENT PUZZLE

WHY PERFORMANCE EVALUATIONS MATTER

- Provide a framework for giving & receiving feedback
- Recognize achievements & address areas needing improvement
- Establish goals for employee development
- Align individual performance with departmental or organizational goals
- Improve employee productivity & engagement
- Document performance for future decision-making (or legal matters)
- Align pay with performance (Merit increases)

PROCESS STEPS





GATHER & REVIEW

- Job Description
- Departmental mission statement, goals, priorities
- Last year's evaluation
- Performance documentation from the last year
- Employee accomplishments & achievements

POINTS TO PONDER

What is the employee contributing?

Does performance meet expectations?

Does employee need training/development?

Does employee know what is expected?

What can I do to help?

Am I hindering the employee in any way?

STRATEGIES TO MINIMIZE RATER BIAS



Use specific, measurable evaluation criteria that are aligned with job duties



Keep ongoing records of employee performance during the evaluation period



Focus on objective data, not personal feelings

EMPLOYEE SELF-EVALUATION

1. What were your major achievements, biggest projects, and/or greatest accomplishments this past year? *(What made you proud? In what areas did you shine?)*
2. What were your biggest challenges or professional disappointments this past year? *(What threw you a curve ball? What was harder than you expected it to be?)*
3. Describe areas where you feel your performance or competence could be improved. *(What areas are not your strong points? How can you make positive steps to improve?)*
4. What professional goals would you like to accomplish in the next 12 months? (*What new skills would you like to obtain? What projects would you like to complete? What training/education would you like to receive?)*

PREPARING FOR THE EVALUATION

- Review employee's goals, activities, and accomplishments
- Reflect on specific performance or conduct examples, both positive and negative
- Take sufficient time to complete the written evaluation thoughtfully
  - Remember that your specific examples and comments, not a checkbox, are meaningful and instructive
  - Use objective, job-related statements only
  - Avoid all reference to health matters, protected class, and protected activity
  - Be honest

	Time Management	Safety
Good	No issues with time management.	John is a safe worker.
Better	Jane manages time efficiently and meets assigned deadlines.	John follows safety rules and uses the appropriate safety gear.
Best	Jane's time management skills are outstanding. Because she prioritizes her duties and schedules her time so wisely, I decided to assign her a lead role in XXX project. She successfully met al project deadlines.	John takes the time to follow safety rules and serves as a role model for others to do so as well. He inspects his equipment and promptly reports any safety concerns. This summer, he reported an issue with XXX equipment that, had it not been repaired, could have injured one of our employees.

	Punctuality	Communication
Good	Sue is sometimes late for work.	Sam needs to communicate better.
Better	Sue often arrives 10 minutes or more after scheduled starting time.	Sam often neglects to include key stakeholders when communicating about shared projects.
Best	Sue and I have discussed the importance of consistently reporting to work on time, yet she continues to struggle in this area. She reported late four times in the month of October, which hinders our ability to serve customers in a timely manner.	Sam often neglects to include key stakeholders when communicating about shared projects. In September, he forgot to notify department heads about an upcoming meeting on the XXX project, which delayed the project completion by two weeks.

Job Duties & Responsibilities	Job Knowledge	Quality of Work
Quantity of Work	Dependability	Attitude/ Cooperation
Responsibility/ Accountability	Flexibility/ Adaptability	Initiative
Stewardship		

COMPETENCIES (10)

NOT A SUPERVISOR

COMPETENCIES (14)

SUPERVISOR



THE FINE PRINT



Rate performance for 11/1/2024 through 10/31/2025



Employees hired after 7/1/2025 will not be evaluated



Comments encouraged on written evaluations



Explanation (details) required for any rating less than 3 (“Average”)

GIVING CRITICAL FEEDBACK



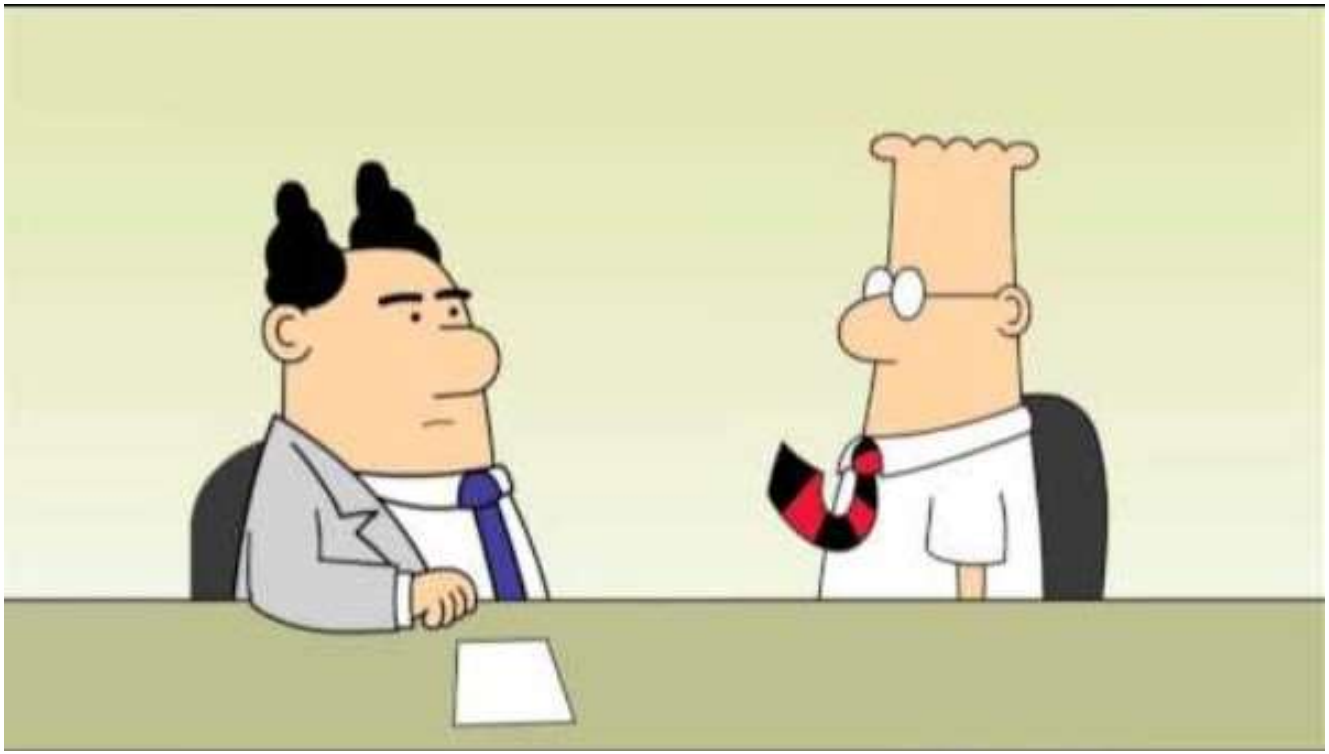
SUCCESSFUL PERFORMANCE DISCUSSION

- Select a private, comfortable setting
- Allow sufficient, uninterrupted time
- Schedule in advance
- Be clear and specific
- Seek coaching opportunities
- Balance positive and constructive feedback
- Ask for, and listen to, employee input
- Set goals collaboratively
- Pledge your assistance

EFFECTIVE COMMUNICATION

1. Listen to understand, not just to respond
2. Be mindful of non-verbal cues (body language, tone, facial expressions)
3. Stay calm, positive, and respectful, even when discussing difficult feedback
4. Encourage employees to share their own thoughts, concerns, and ideas

FEEDBACK DISCUSSIONS ARE NOT EASY





HANDLING DIFFICULT SITUATIONS

- **Defensive Employees** – Stay calm and non-confrontational, focus on facts, and provide specific examples
- **Disagreements on Feedback** – Encourage a discussion, validate feelings, and look for a resolution
- **Unmotivated Employees** – Ask for input, discuss development opportunities, and align tasks with career goals (when possible)

MERIT INCREASES - WHO? WHEN? HOW MUCH?

BE IT FURTHER RESOLVED, that full and part time employees **employed on or before July 1, 2025**, and that are classified only under the Bulloch County Classification and Compensation Plan, shall be eligible to receive a merit based compensation adjustment to become effective **no earlier than December 31, 2025** at a rate of up to **one percent (1.0%).** ***(FY2026 Budget Resolution)***

Subject to annual budget appropriation, **full-time employees** may be eligible for pay increases based on performance (merit increases). **Part-time employees** who (1) are **covered by the Pay Plan** and (2) have **worked at least 1,040 hours in the evaluation period** are also eligible for a merit increase. ***(Personnel Policy Manual, 12.7.3)***

MERIT INCREASE PERCENTAGES

Score	Merit Increase
9.00 – 10.00	1.0%
7.50 – 8.99	0.8%
6.00 – 7.49	0.5%
< 6.00	0.0%

Non-Supervisors (10 Competencies)

Score	Merit Increase
13.50 – 15.00	1.0%
11.25 – 13.49	0.8%
9.00 – 11.24	0.5%
< 9.00	0.0%

Supervisors (14 Competencies)

TIMELINE

- **December 19, 2025** – All evaluations “submitted” in ESS
- **January 5, 2026** – Effective date of merit increases (HR will complete the Personnel Action Form (PAF) for the employee's personnel file.)
- **January 23, 2026** – First check that includes merit increase

Compliance with these deadlines will ensure employees receive merit increases when scheduled. No retroactive adjustments for late submissions. Thank you.

FINAL CHECKLIST

- Have you evaluated all eligible staff?
- Are all evaluations fully complete? (No blanks)
- Have you explained all ratings < 3?
- Have you met with each employee?
- Have you obtained chain of command review (if needed)?
- Have you clicked “submit for approval” on each evaluation? ***(Deadline 12/19/2025)***
- Is there a plan to address any deficiencies?