

PERSONNEL NOTEBOOK

For Your Most Important Resource—The Human Resource

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The Performance Evaluation Part VII-More Evaluating By Job Title

Our Personnel Notebook series on Performance Evaluations has to date included:

- Part I - The 10 Most Common Mistakes
- Part II -The Biggest Mistake
- Part III -Understanding and Being Understood.
- Part IV – More Understanding and Being Understood
- Part V – Understanding More and being understood More
- Part VI – Evaluating By Job Title
- Helps employee and the company to manage layoffs and staff reductions
- Investigates and evaluates employee complaints in an objective manner
- Successfully conducts training workshops for employees and first time supervisors
- Keeps records and documents of employee performance issues and statements and supervisory actions
- Provides advice and guidance that is consistent with policies and past practices
- Successfully brokers disputes between supervisors and employees
- Maintains an environment of trust and open communications
- Treats employees who have problems with dignity and respect
- Skillfully manages employees expectations
- Effectively managed the preparation of the new employee handbook
- Reduced the number of grievances significantly in the last year
- Successfully manages good relationships between employee and company

Now in Part VII we continue with evaluating for specific job titles.

II Human Resources

(Cont)

Employee Relations Manager

Meets / Exceeds Expectations

- Strategically partners with department managers to reduce staff turnover
- Effectively uses performance improvement programs to develop employees or to “weed them out”

Needs Improvement

- Continues to have difficulties administrating absenteeism, vacation and leave policies
- Confuses Worker's Compensation, ADA and FMLA guidelines
- Has breached confidentiality, thereby exacerbating problems and lessening trust
- Does not return phone calls to other employees in a timely manner
- Lacks the necessary knowledge of federal and state employment laws
- Fails to provide adequate advice and counsel
- Has not gained the trust and confidence of supervisors and employees
- Fails to keep records of conflicts, complaints and resolutions

Recruiter

Meets / Exceeds Expectations

- Conducts workforce planning strategic plans and schedules
- Attracts a broad range of qualified candidates
- Scouts exceptional talent
- Effectively monitors staffing projections, turnover trends and talent gaps
- Identifies succession planning needs
- Regularly posts company job openings
- Attends job fairs and conducts college campus recruitment
- Effectively screens and interviews candidates
- Administers tests to determine technical suitability
- Strives to match a candidates personality to a departments culture
- Reduces costs and improves efficiency by regularly assessing recruitment sources and methods

- Measures effectiveness by using cost-per-hire and turnover metrics
- Uses methods that produce meaningful references from former employers
- Immediately notifies management of problems with background checks
- Successfully negotiates salary offers
- Follows up regularly with new recruits throughout the introductory period
- Complies with all federal, state and local laws
- Successfully matches in-house talent with current job openings

Needs Improvement

- Fails to prequalify candidate's salary expectations
- Often loses candidates to counteroffers after completing the search
- Refers unqualified applicants to hiring supervisors
- Fails to get a true picture of the supervisor's needs before starting the search
- Fails to provide agencies with adequate information to successfully screen applicants
- Fails to elicit sufficient information in candidate interviews
- Is not sufficiently aware of employment laws
- Often fails to "sell" the company to desirable job candidates

III Information Technology

Database Administrator

Meets / Exceeds Expectations

- Regularly monitors multiple database servers and trouble shoots errors

- Skillfully performs quality reviews of database changes
- Coordinates backup and recovery as well as disaster planning initiatives
- Regularly implements physical database changes
- Configures and installs software and administrative tools
- Oversees database schema impacts, application impacts and data storage
- Provides configuration support for new applications and database structures
- Regularly monitors and troubleshoots distributed databases for performance
- Effectively manages all aspects of our site, including design and application
- Understands database applications and operating system interactions

Needs Improvement

- Appears to be less skilled at query optimization and schema design
- Does not proactively monitor or troubleshoot database performance and maintenance
- Has difficulty functioning in a high-volume production service environment
- Lacks proficiency in shell scripting and programming
- Requires ongoing support as a capacity planner and as a monitoring tools developer
- Has difficulty handling out-of-band requests
- Avoids being available for periodic on-call duty

IV Operations

Project Manager

Meets / Exceeds Expectations

- Successfully plans and coordinates teams for multiple projects
- Efficiently manages time lines and budgets
- Analyzes, designs and implements cost-effective solutions
- Thoroughly conducts systems analysis
- Facilitates resolution of internal control problems
- Serves as liaison between vendors and internal personnel
- Excels at creating and managing project plans
- Provides reliable direction for all activities
- Establishes accurate and well-communicated procedures
- Sees projects through from inception to deployment

Needs Improvement

- Fails to keep abreast of schedule and budget challenges
- Has not met expectations in technical presentations and proposal writing
- Does not consistently define client's requirements
- Fails to keep the internal software / quality team engaged in clients goals
- Does not stay abreast of new trends in technology

Production Supervisor

Meets / Exceeds Expectations

- Achieves plant/shop/project goals for safety, quality and productivity
- Utilizes good operating indicators for production cost control
- Manages material usage, equipment/machine downtime and cost control
- Successfully oversees production scheduling
- Improves materials/supplies tracking
- Regularly establishes work schedules

- Manages all production activities to ensure excellent results
- Ensures that quality assurance specifications are met
- Supervisors hourly affiliated employees according to our policy and/or union contract
- Aggressively investigates labor, cost and process variances
- Oversees packaging, shipping, facility maintenance and environmental monitoring
- Trains employees/operators to maintain safety protocols
- Effectively communicates the proper procedures and steps in creating our product/service

Needs Improvement

- Fails to produce a quality product/service
- Lacks a functional knowledge of lean production concepts
- Neglects to keep the night shift/second stage team informed of production progressions
- Fails to build products to company specifications
- Gets overwhelmed by the overlapping demands of production and scheduling

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In our next issue of **Personnel Notebook** we will continue our series on performance evaluation, with more suggested evaluators for appraising specific job titles.

In Performance Evaluation Part VIII we will include:

- **Sales**
- **Administrative Assistant**
- **Executive Secretary**
- **Office Manager**