**Instructions for staff reflection on Performance Evaluations**

Materials Needed:

4 Different writing surfaces that can have some distance between the surfaces and at least one marker/writing instrument for each surface.

Examples:

* 4 sheets of large flipchart paper taped up on 4 different walls
* 4 whiteboards in different parts of the room (or different rooms).

Title the four sheets with the following:

Sheet 1: Value for the Organization

Sheet 2: Value for the staff person (being evaluated)

Sheet 3: Value for the supervisor

Sheet 4: Value for the team/department (if the organization is small or single program, you can eliminate this sheet).

Split into 4 groups. You can do this randomly or here are a few ideas for how to separate groups:

1 – Group by hierarchy.   
Example: Exec/Mgmt Team, Managers, non-management “professional staff” (like social workers, finance, marketing); non-mgmt support staff (administrative assistants, receptionist).

2- Group by department/teams.   
Example: Finance/Accounting; After school program; Youth Counseling; Communications Dept.

3 – Group by tenure at the organization.  
Example: staff who have been with organization longer than 15 years; 8-15 years; 3-7 years; 0-2 years.

4 – Group by people who tend to speak most/least.   
Example: if you know there are staff who tend to dominate group conversations, put them in the same group. Conversely if you know there are staff who tend to shy away from group conversations, put them in the same group.

Separate each group so each one is at a different sheet.

They, as a small group, brainstorm and write up the responses to this question:

If performance evaluations were done effectively what value would the \_\_\_\_\_\_\_\_\_\_\_\_(example: the organization) get out of the process? 3 or 4 minutes. Then everyone switches to a new sheet and repeat the exercise (you can add new ideas on the sheet or “plus” any ideas your group feels strongly should get “prioritized”). Repeat until all groups have had a chance to work on each sheet.

Once you’re done, take a look at all the sheets and reflect on the following:

* What value themes seem to be common across all 4 sheets?
* What value themes have multiple “plusses” on them (i.e. the small groups tend to agree)?

Note: someone can do some quick organizing to create a list of the common themes and the “prioritized” themes.

Debrief possibilities:

1. Small or large group reflect on these questions:
   1. Of the common and/or prioritized value themes which ones are we currently getting out of our performance evaluation process? How?/Why?
   2. Of the common and/or prioritized value themes which ones are we NOT getting out of our performance evaluation process? How?/Why?
2. Activity (can be done in small or large groups). Each group designs the “worse” performance evaluation process the would guarantee that you would get the least value out of your process (the most effort and least value).