

Conducting Seasonal Evaluations

Getting the Most from Your Team

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Congratulations on joining the Supervisor Team! One of the most important aspects of your job is getting the best effort from your staff. One of the ways you can do this is through the Seasonal Evaluation Program.

This guide will assist you in learning about that process and completing it correctly. Keep it handy with you during and after the course.

Our Objectives for this Course

Unit 1: Understanding Our Evaluation Program Goals

Unit 2: Correctly Completing the Evaluation Form

Unit 3: Understanding the Evaluation Process

Unit 1: Understanding Our Evaluation Program Goals

Why Do We Conduct Seasonal Evaluations?

We want to ensure you understand all the benefits that come along with conducting an employee evaluation program. We have identified several key reasons:

1. **Overall Goals of the Program**
 - Encourage enforcement of our Guest Service Mantra in every day job tasks
 - Increase Team Member motivation
2. **Create feedback driven culture**
 - Open communication
 - Reward and Recognition
 - Expectations outlined consistently
3. **Track overall Team Member performance**
 - Identify top-performing Team Members
 - Identify under-performing Team Members
 - Develop a record for rehire status



How Many Evaluations Are We Expected to Complete?

Ideally, every eligible Team Member receives their evaluation. We understand, however, in some circumstances such as the end of the season or due to a termination, that may not always be possible.

Taking into account these situations, the goal for the park is to ensure that a minimum of **90%** of all eligible Team Members receive the necessary evaluations.

Making the Program a Success

- ✓ **Scheduling Questions**
 - *When are you going to complete these evaluations?* Develop a regular schedule to complete evaluations. Perhaps you can dedicate a short portion of every shift to evaluations or designate a day as “Evaluation Day” and dedicate a longer period of time to this task.
 - *How many are left to be completed?* It can be easy to fall behind quickly especially during daily operation.
- ✓ **Conduct weekly dialogue with your Full Time staff around the evaluation process and any trends you are seeing in their results**
 - *How are we scoring in each category?* Take a look at your results and determine if certain categories continue to show up with lower scores than others.
 - *What can we do improve those areas?* Perhaps you need to review your initial training or refocus your coaching to a particular area.
 - *What are we doing to coach underperformers?* We cannot allow underperformers to remain at substandard levels. Work with your Leads to ensure they are following up with Team Members who need extra attention.



Unit 2: Correctly Completing the Evaluation Form

We can break our evaluation form down into six sections:

- A. Team Member Information
- B. Evaluation Period
- C. Graded Categories
- D. Comment Sections
- E. Signatures
- F. Overall Rating



Team Member Information and the Evaluation Period

Let's take a closer look at the first two sections.

Seasonal Evaluation Form

Team Member Name: _____

ID Number: _____

Department: _____

Position: _____

Start Date (current season): _____

Prior SF Experience: Yes No

Date of Evaluation: _____



Evaluation Cycle

1st Eval Period

2nd Eval Period

Other Eval Period

Superior	Exceeds Job Requirements	Meets Job Requirements	Needs Improvement	Unsatisfactory
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Team Member Information Section Details

A

The most basic reason for this section is to ensure you are evaluating the correct person and that their evaluation makes it to the correct Team Member file in HR. This information is available from HR, Your Full Time, or the Training Manager. See Unit 3 for more information.

There are a three items, however, that can play an important part when you are grading their performance.

- Position – If this person is a Lead instead of a Host/Hostess, then you may have different expectations on their performance.
- Start Date – Their length of employment also factor into your judgment.
- Prior SF Experience – If they are a rehire from a previous season, there are certain expectations that you may have to base your decisions.

B

We conduct evaluations at two different times throughout the season: after 20 shifts and after 60 shifts. This area indicates which period you are evaluating. The goal is to see positive progress from the first evaluation to the second.



Graded Categories

This section is the heart of the evaluation form. In this area, you rate the Team Member’s performance in eight categories that all tie into our Guest Service Mantra.

FRIENDLY	Guest Communication: Friendliness, courtesy, clear and proactive interaction with Guests	5	4	3	2	1
	Teamwork: Team player with professional and friendly interaction with other Team Members	5	4	3	2	1
CLEAN	Presentation: Presentable, clean, and meets all grooming standards	5	4	3	2	1
	Quality of Work: Neatness and accuracy in completing all assigned work for the position	5	4	3	2	1
FAST	Efficiency of Work: Ability to complete high quality, assigned work quickly and in a timely manner	5	4	3	2	1
	Adaptability and Flexibility: Willingness to take on and complete assigned tasks even if not part of normal duties	5	4	3	2	1
SAFE	Safety Focus: Complete knowledge of safety requirements and meets all safety standards	5	4	3	2	1
SERVICE	Job and Park Knowledge: Understanding of responsibilities, assigned duties, policies & procedures, and general park knowledge	5	4	3	2	1
	Attendance and Punctuality: Good attendance record, including being on time for work	5	4	3	2	1
	Problem-Solving and Initiative: Ability to respond to guest’s problems proactively and with appropriate actions without management direction	5	4	3	2	1

Our Grading Scale	
5	Excellent Team Member consistently exceeds standards and demonstrates complete proficiency in job task. Team Member displays an exceptional standard of performance.
4	Exceeds Job Requirements Team Member consistently meets and may periodically exceed standards and demonstrates more than the appropriate knowledge for job.
3	Meets Job Requirements Team Member meets minimum standards of performance for the category. The person may require assistance with some situations or tasks.
2	Needs Improvement Team Member does not meet minimum performance and does not demonstrate proficiency in category.
1	Unsatisfactory Team Member displays unacceptable performance. The person clearly does not meet performance expectation regarding this category.

Interpreting this grading scale for each Team Member is vital when it comes to making your evaluation of them impactful. Giving false information or information that has not be thought out completely could make this evaluation a negative experience rather than a positive one.



Comment Sections

The first comment section is where you add your own comments on the Team Member's performance. You can also include a goal or two in this section or something they should be working on to improve.

Evaluator Comments

The second comment section is reserved for the Team Member to fill in after you have had your coaching session with them.

Team Member Comments

Signatures

After you have completed the coaching session, be sure both you and the Team Member have signed off on the evaluation.

_____	_____
Team Member Signature	Evaluator Signature
Date: _____	Evaluator Name: _____

Overall Rating

In this section, you should add up all of their scores and total it up here. Not only is this important for the Team Member, it makes it much easier on HR when they have to key in this number for every evaluation.

Overall Rating: _____ / 50



Coaching Session

After you have the form completed, it is time to sit down and have a face to face meeting with the Team Member.

Here are few guidelines for you to remember.

- ✓ Conduct the meeting in a private location so you will not be interrupted. This may also help the Team Member feel more at ease and open up during your conversation.
- ✓ The meetings should last around five minutes. If you have a Team Member that needs special attention you can always adjust that time. For example, if a Team Member scores very low, you may need more time. On the other hand if you have a potential promotional candidate, you may want to give them some advice as to what steps they can take to get to the next level.
- ✓ Pay closer attention to items that are rated above and below 3. These areas should provide you with the most talking points. If a Team Member has all or mostly all 3's, then that in and of itself should open up some conversation about moving their performance above average.
- ✓ Use the Oreo Technique. In our MCS Introduction course, we spent time discussing this strategy and during an evaluation is a perfect time to put it into action.
 - Start the meeting with a compliment
 - Deliver the corrective feedback
 - Close with a positive statement



Unit 3: Understanding the Evaluation Process

6 Steps to Evaluating

There are six major steps in the evaluation process.

6 Steps to Evaluating	
1	<p>Determine Who Needs to Be Evaluated</p> <p>Each week, an email goes out to park management containing the names of all Team Members due an evaluation. If you do not have park email, check with your Full Time to retrieve the listing.</p>
2	<p>Acquire the Evaluation Forms</p> <p>Forms are located in Human Resources and your Department Office.</p>
3	<p>Observe Team Member Behavior</p> <p>If you are unfamiliar with the Team Member, you should observe them interact with at least five Guests before making a judgment on their performance.</p>
4	<p>Complete the Evaluation Forms</p> <p>As discussed in Unit 2, this is when you actually fill out the form itself.</p>
5	<p>Conduct Face to Face Coaching Sessions</p> <p>As we did in Unit 2, this is when you sit down with each Team Member and review their performance.</p>
6	<p>Deliver Forms to the Correct Locations</p> <p>The forms should be delivered in this manner:</p> <ul style="list-style-type: none"> • Pink = Department for future reference • Yellow = Team Member for their personal records • White = Human Resources for the Team Member’s permanent record

Good luck this season!

Successfully conducting evaluations is a key component to reaching our park goals.

If you have questions on the program, don’t hesitate to speak with the Training Manager or your Full Time.