

# ***PERFORMANCE EVALUATIONS***

A PROCESS OF **COMMUNICATION** - NOT A SINGLE EVENT

## **WHY DO PERFORMANCE EVALUATIONS?**

*The good performers deserve fair evaluations of everyone*

Performance Evaluations ->

- Assist the supervisor in improving employee performance
- Assist the supervisor in setting goals\* or employee development
- Assist the supervisor in making systematic judgments, such as for salary, promotions, transfers, demotions, terminations
- Provide feedback to the employee about how she/he is doing with suggestions for changes in behavior, attitude, skills, job knowledge
- Provide a basis for coaching, counseling, development

Feedback is most effective if tied to agreed goals and standards

\*About goals:

- Specific goals are better than vague or general ones
  - *Ex: vague Improve customer service.*
  - *Specific: Send out confirmation reports daily.*
- Include a time dimension for goals
- Set goals that are challenging but reachable

WHAT WORKS:

- ✓ Mutual goal setting rather than criticism [*straight criticism raises defensiveness – DOESN'T work alone*]
- ✓ Day to day coaching rather than once a year
- ✓ Participation by the employee in setting goals improves performance
- ✓ Setting specific goals \* [see above]

***Praise is considered neutral: doesn't always help, doesn't always hinder***

# HOW TO DO A PERFORMANCE EVALUATION

## What is needed for a good performance evaluation?

A performance evaluation should be grounded in the organization & department mission & the

Job description should be clear about what is expected

Supervisor and employee must agree on

- ❖ Key functions of the job
- ❖ Objectives for the employee
- ❖ Standards to be used in evaluation
- ❖ Performance factors
- ❖ Development expectations

The supervisor's responsibilities

- ✓ Create conditions for motivated performance
- ✓ Observe and document
- ✓ Update and revise job description, goals, etc.
- ✓ Provide feedback and coaching
- ✓ Provide training and development
- ✓ Reinforce employee progress

Where / when

Provide for a good setting for the performance evaluation

- Provide privacy
- Minimize distractions and plan for plenty of time
- Give the employee advance warning

How to deliver a performance evaluation

1. Have specific examples when possible - keep notes through the year but be fair – note good and bad in representative amount
2. Encourage participation by the employee – have the employee do a self-eval, and prepare annuals goals and objectives
3. Discuss your observations, the employee's self eval, any points of disagreement – if you can't resolve disagreements make it clear, as the supervisor, what is expected
4. Provide employee with opportunity to submit comments, including on points of disagreement

~ Issues of discrimination

You are making judgments about a person's performance. Are your judgments free of prejudice? They are if they are

- Objective
- Fair and consistent

Note: If there are medical and/or disability issues consult w/ HR

## FORMS FOR PERFORMANCE EVALUATIONS

The form is not all that important – it is a tool, not an end in itself.

In format and in application the form should be

- Fair
- Consistent
- Relevant to the job

**Is the employee being rated based on**

- ❖ **Employee traits (such as initiative or creativity)? or**
- ❖ **Behavior (such as getting the job done on time 8 out of 10 times)?**

What standards will be applied?

On a scale?

What are the extremes? “Outstanding ... unsatisfactory”?

What’s in the middle?

Defined how?

With what frequency?

Frequency component adds greater confidence for the employee who then has confidence in the supervisor. With observable behavior connected to frequency the evaluation is considered a fairer assessment.

SAMPLE FREQUENCY SCALE:

“seldom.. occasionally .. frequently .. always”

**What info should you have to evaluate an employee?**

- Objective data and observations
  - What has the employee done?
    - Examples are important, but don’t focus on the unusual unless the single event is unusual or very important. Look for patterns.
- Critical incidents – a single event that is outstandingly good or bad, or very important for some reason.
  - In discussing a single very important incident be cautious about your timing and emphasis.
- Self appraisal: involving an employee through the completion of a self evaluation can be a very important part of the communication that is needed.

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