

PERFORMANCE EVALUATION GUIDELINES

The **performance evaluation** is one of the supervisor's **best tools for motivating** his or her employees. It may seem a bureaucratic nuisance, something to be dispensed as painlessly and quickly as possible, but it is very important.

A good performer needs to be told in a somewhat formal situation that the good job he or she is doing is sincerely appreciated. And, employees who are not performing satisfactorily can be told exactly what the problem with their work is and in turn may appreciate the attention paid to them and to try to improve their performance.

Employees are satisfied with evaluations when they do not feel threatened during the evaluation, have the opportunity to present their ideas and feelings and to influence the course of it. The evaluation allows clearing up job related problems and the ability to set measurable performance standards.

Preparation:

Prior to conducting the evaluation, identify and develop the items to be covered. Since employee performance is the central issue (plus any notes you have relating to their achievement).

- Review the job requirements to be sure you are fully conversant with them
- Review the standards you previously established with the employee (plus any notes you have relating to their achievement).
- Evaluate job performance versus job expectations for the period being evaluated, and rate it from unacceptable to outstanding.
- Note any variances in the employee's performance that need to be discussed. Provide specific examples.
- Schedule the meeting, being considerate of the demands your employee may be having.
- Be as positive as you can when assessing strengths and weaknesses.
- Discuss job requirements, employee strengths, accomplishments, improvement needs.
- Be prepared to cite observations for each point you want to discuss.
- Encourage your employee to appraise his/her own performance.
- Use open, reflective and directive questions to promote thought, understanding and problem solving.
- Develop standards for the upcoming year.
- What new goals and standards should be established for the next year? Which ones need to be modified or deleted?
- Refine the existing, and newly established, standards to enable you to give a true measure of the performance to be expected.

Conduct the Evaluation:

Set the tone at the start of the evaluation by creating a sincere, but open and friendly atmosphere. Strive to put your employee at ease.

- Review the purpose of the evaluation.
- Establish two way communication, encouraging your employee to talk and be involved. Make it clear that it is a joint discussion for the purpose of mutual problem solving and goal setting, and above all, an evaluation of their performance to the standards that were established.
- Make it clear to them that this is their time.

Concluding the Evaluation

- Positively and enthusiastically summarize what has been discussed and agreed to.
- Give the employee a chance to react, questions, and additional ideas and suggestions.
- Express appreciation for the employee's participation and reinforcing the commitment to future plans.
- End on a positive, friendly, harmonious note.

DO'S & DON'TS OF THE PERFORMANCE EVALUATION

You should do the following:

- Reassure your employee(s) by building on strengths, giving them confidence
- Use a we attitude when discussing problems
- Be specific when discussing performance
- Keep the interview on track
- Draw the employee out by:

Asking though-provoking questions (not yes or no type), then listen. Restate or reflect on their statements. Listen with warmth, frankness, and real interest.
- Talk about job results, not activities
- Function as a coach, and as inspector. Counsel - don't advise
- Close properly: Summarize, plan for improvements and changes. Write down the results.

But Don't:

- Use negative words or too many negative criticisms.
- Use a You vs. Me attitude
- Give insincere or excessive praise
- Use generalities that cannot be backed up by specific examples
- Dominate the conversation
- Place much emphasis on personality traits
- Be or seem hurried