

## Employee Performance Evaluation Overview

### General Description

Performance evaluations inform you, your supervisors, and employees how well employees are meeting expectations of performance. You are not required to hold formal performance evaluations. If you do, it is wise to provide informal feedback in-between to manage employee progress and expectations at next evaluation. Whatever performance evaluations you apply, be sure to apply them consistently to all employees.

Common Mistakes – Not applying informal and formal evaluations on a consistent basis to all employees.

### Designing an Evaluation Process

It is important to have all employees performing similar functions rated with the same evaluation tools, and to support ratings with objective factors whenever possible. An effective performance evaluation process, using valid evaluation tools, helps ensure that evaluations are applied consistently and defends against claims of discrimination or unlawful termination.

### Supervisor's Preparation

It is best to have an employee's immediate supervisor prepare and conduct performance evaluations. Employees find an evaluation credible only if they feel that their evaluators are familiar with the tasks being evaluated and their performance of those tasks.

### Environment for Effective Discussion

Formal performance evaluations should always be conducted in private and without interruptions. Be sure to allow enough time to present the evaluation completely and give the employee sufficient opportunity to comment or ask questions.

### Discussing Results

Supervisors and employees often are uncomfortable discussing performance, especially negative results. This section provides guidelines and tips to help you discuss performance evaluation results effectively.

**Guidelines for Discussing Results** - Begin any performance discussion by recognizing positive results and contributions made by the employee during the evaluation period. Express appreciation for the employee's involvement. Discuss performance against previously communicated expectations, goals, and standards. Use objective and measured results, and examples of observed behavior whenever possible.

Develop action plans for the next evaluation period, setting specific goals and objectives. Be sure to define the actions that must be taken to achieve the goals and objectives, including any additional training or personal development that may be required. Establish interim progress review points that may be desirable to monitor development and keep achievement on track. Conclude your session by summarizing key points and reinstating your commitment and support. Then give the employee an opportunity to make additional points or comments. Always end on a positive, supportive note.