

MANAGER'S GUIDE - PERFORMANCE ASSESSMENTS

BEFORE THE ASSESSMENT

- Keep track of employee performance. This can be in whichever format suits you – written tablet (locked up!), Word document, OneNote file, e-mails, etc.
- Make sure to document both good and bad performance.
- Check in frequently on employee goals. Best practice would be about every 3 months.
- Give feedback to your employees on what's going well and what needs improvement as it happens – never wait until the performance assessment.
- The first time an employee gets negative feedback on a particular item should never be in the evaluation, and employees should always get a chance to improve prior to the performance evaluation.

COMPLETING THE PERFORMANCE ASSESSMENT FORM

GOALS REVIEW

List the employee's goals. You should know whether or not they are complete. If you do not, wait until the conversation with the employee and you can complete that part afterwards.

Make any comments regarding the status – any organizational roadblocks to completion, what their shortcomings may have been, and/or a congratulations on completion.

FACTORS AND ELEMENTS

For each factor/element, select a rating of Exceeds Expectations, Meets Expectations, or Needs Improvement.

For each factor/element, provide comments that tell why you have rated the employee so.

Keep your comments factual and focus on specific behaviors/incidents/results they have shown in the review period. Avoid making judgmental statements and generalizations.

Example: Instead of saying "You are always late," you could say "You were late an average of 4 times a month" or list dates the employee was late.

Keep comments succinct. You are not meant to include everything they have done, just one or two examples that are a good representation of why you are giving that rating.

SPECIAL RECOGNITION

In this section, you should highlight any exemplary performance. This can be related to awards, going above and beyond for customers or co-workers, etc. Completion of normal job duties does not belong here.

Reference specific behaviors/situations/awards/incidents, etc.

PLANS FOR TRAINING AND DEVELOPMENT

You may indicate some recommendations prior to a discussion, but this section should be completed with input from the employee.

Indicate any specific training and development items for the employee to complete in the coming year, as well as what area of development/reasoning there is behind that development item.

FACTORS AND ELEMENTS SPECIFIC TO SUPERVISORS AND MANAGERS

For each factor/element, select a rating of Exceeds Expectations, Meets Expectations, or Needs Improvement.

For each factor/element, provide comments. This should include specific examples of good or bad performance.

Keep written comments brief. You are not meant to include everything they have done, just one or two examples that are a good representation of why you are giving that rating.

Be as honest as possible. If your employee is struggling to manage people or resources, it needs to be addressed so that plans can be made to help them succeed.

GOALS FOR THE COMING ASSESSMENT PERIOD

This section should be completed in collaboration with the employee.

On the left side, the "Goal" section, for each goal, indicate what the employee will accomplish.

Example: "Create new committee to do ___."

On the right side, the "Action Items" side, indicate what the employee will do to ensure the goal is accomplished.

Example: "Reach out to someone in each department to garner employee participation. Create mission & vision of the committee."

ADDITIONAL COMMENTS AND SIGNATURES

This section should be a short summary of the performance assessment content. It should not be a list of additional items/issues/activities, etc. This is an opportunity to either say a quick thank-you to a good/great employee, or summarize areas for improvement for employees who are not meeting expectations.

The Employee Comments section should be completed similarly after the meeting. It is not required, but employees may make comments if they wish.

Employees should not be reporting specific activities in this section, rather commenting on things they feel they did strongly in the year, specific obstacles they faced, where they hope to improve in the coming year, etc.

Lengthy comments should be saved for the performance conversation and dialogue with the employee.

Check your form for spelling and grammar errors.

Make sure to put careful thought and effort into the performance assessment. This is your opportunity to give your employee recognition, thanks, and useful feedback for improvement and development.

A performance assessment form and/or meeting that has errors or is lacking in useful content can be very demotivating for an employee.

DURING THE ASSESSMENT MEETING

Allow plenty of time for the meeting. Send a calendar invitation with plenty of notice.

Find a quiet space where you can have privacy. Mute phones and do not allow interruptions.

This conversation should be a two-way street. Share your perspective, but if the employee provides examples that refute your stance, listen and take them into consideration.

Part of your job is to maintain dignity. Share your feedback, but do so in a respectful manner.

When communicating feedback, provide specific examples. Stick to behaviors instead of generalizations.

AFTER THE ASSESSMENT MEETING

Make any edits/additions, etc. based on your conversation. (Changes to goals, training, etc.)

Send the Performance Assessment to the employee to add their comments.

Check one final time for spelling and grammar.

Ensure all signatures are complete, make appropriate copies, and forward the original to the Office of Human Resources.

Make a plan for check-ins throughout the review year to address progress towards goals and any performance issues or conversations.