PERFORMANCE EVALUATION
TOOLKIT FOR MANAGERS

PERFORMANCE EVALUATION DO'S AND DON'TS

Do:
- Prepare in advance
- Be specific about reasons for ratings
- Consider your role in this
- Decide on specific steps to be taken for improvement
- Reinforce the behavior you want
- Focus on the future performance
- Focus on performance and development

Don't:
- "Lecture" the employee
- Concentrate on the negative
- Do all the talking
- Be overly critical or "harp" on subordinate's performance on a failing
- Compare the employee to others
- Feel it's necessary that you agree on everything
- Mix performance evaluation and salary or promotion issues

CONSTRUCTIVE FEEDBACK

The key to an effective performance evaluation lies in the ability of the supervisor to listen and to give constructive feedback. The following are eleven characteristics of positive feedback:

1. It is **descriptive** rather than evaluative. By describing one's own reactions, it leaves the individual free to use it or not to use it as he sees fit. By avoiding evaluative language, it reduces the need for the individual to respond defensively.

2. It is **specific** rather than general. To be told that one is "dominating" will probably not be as useful as to be told that "in the conversation that just took place, you did not appear to be listening to what others were saying."

3. It is focused on **behavior** rather than on our perceptions. Thus we might say that a person "talked more than anyone else in this meeting" rather than "the person is a loud-mouth."

4. It takes into account the **needs of both the receiver and the giver of feedback**. Feedback can be destructive when it serves only our own needs and fails to consider the needs of the person on the receiving end. We too often give feedback because it makes us feel better or gives us a psychological advantage.

5. It is directed toward **behavior which the receiver can do something about**. Frustration is only increased when a person is reminded of some shortcoming over which the person has no control.

6. It is **solicited** rather than imposed. Feedback is most useful when the receiver actively seeks it.

7. It is **well-timed**. In general, feedback is most useful at the earliest opportunity after the given behavior. Feedback presented at an inappropriate time may do more harm than good.

8. It involves **sharing of information,** rather than giving advice. By sharing information, we leave people free to decide in accordance with their own goals and needs. When we give advice we tell them what to do and to some degree take away their freedom to decide for themselves.

9. It considers the **amount of information the receiver can use** rather than the amount we would like to give. When we give more than can be used, we are often satisfying some need of our own rather than helping the other person.

10. It concerns **what is said and done, or how,** not why. The "why" takes us from the observable to the inferred and involves assumptions regarding motive or intent. Telling people what their motives or intentions are tends to alienate them. It does not contribute to learning or development.

11. It is **checked to ensure clear communication**. One way of doing this is to ask the receiver to elaborate on what you've said to ensure the message is clear.

ORGANIZATIONAL ACCOUNTABILITIES

Definition	Sample Phrases for Evaluator
Coach-ability	
- Receptive to feedback - Willingness to learn - Embraces continuous development - Adjusts to new situations and assignments	- Displays an ability to turn weaknesses into strengths - Demonstrates strong personal effectiveness - Looks ahead for continuous improvement - Uses constructive criticism effectively and appropriately
Collegiality	
- Helpful, respectful, approachable and team oriented - Builds strong working relationships within and among departments - Supports a positive work environment	- Excels in effective human relations - Recognizes the needs of others - Excels in obtaining enthusiastic commitments - Develops positive working relationships - Promotes harmony among associates - Promotes participative approaches

Definition	Sample Phrases for Evaluator
Communication	
• Balance in listening and talking • Speaks and writes clearly and accurately • Keeps others informed in a timely manner • Courteous and helpful in all interactions	• Communicates effectively with credibility and confidence • Excels in interpersonal communications and interactions • Effectively communicates objectives, ideas, and concepts • Conveys a positive impression which reflects favorably with the public • Encourages open communications to achieve mutual understanding • Keeps meetings action-oriented • Asks penetrating questions • Is an empathetic listener
Continuous Learning & Self-Development	
• Displays an open, curious, non-judgmental attitude regarding differences of opinion • Remains respectful in communications and approach where disagreement exists • Demonstrates self-reflection and solicits feedback from others regarding performance • Identifies individual challenges and seeks opportunities to grow • Seeks feedback from others and uses other sources of information (e.g., professional organizations, publications) to identify appropriate areas for learning • Shows interest and pursues appropriate learning activities that fulfill self-development/ learning needs • Sets concrete goals for own activities and behavior in order to achieve desired work outcomes and meet or exceed expectations • Applies new technical and business information/knowledge to practical use on the job	

Definition	Sample Phrases for Evaluator
Efficiency	
• Plans ahead • Cost conscious • Thinks of better ways to do things • Pays attention to details • Manages time well, including punctuality and attendance • Takes time to consider facts and their application and implications • Completes assignments fully	• Controls expenses without lowering accomplishments • Displays sound judgment in managing and controlling expenses • Fully accepts all responsibilities and meets deadlines • Can be relied upon to accomplish the best possible results
Initiative	
• Takes ownership of work • Does what is needed without being asked • Follows though • Eager to improve own performance	• Explores new opportunities • Requires minimum supervision • Extremely active and eager to try new approaches
Innovation	
• Supports a culture and process of empathy, ideation, evaluation, prototyping and implementation of new or improved offerings that also serve new users and outperform present practice	• Displays an energy and enthusiasm for new ideas and opportunities • Demonstrates a willingness to take risks • Demonstrates a bias for action (rather than over planning) • Tests prototypes and learns from them (rather than blame from them) • Seeks out analogous models, learns from other places and also current internal practices, to create implementable solutions
Job Knowledge	
• Understands job procedures and methods • Demonstrates ability to acquire necessary skills • Expertness in completion of assigned tasks • Knows details of position • Learns work quickly • Proficient use of applicable technology systems (software/email)	• Clearly understands purposes, objectives, practices and procedures of department • Demonstrates a strong, functional knowledge • Keeps well informed on business, political and social issues

Definition	Sample Phrases for Evaluator
Quality and Compliance	
• Achieves a standard of excellence with work processes and outcomes • Accuracy and neatness of work • Reliability of work • Thoroughness of work • Timeliness of work and meets deadlines • Keeps informed about and honors University policies and all regulatory requirements	• Is fully committed to quality assurance • Excels in detecting flaws or imperfections • Strives for state-of-the-art perfection
Student Focus	
• Strives for high student satisfaction • Goes out of the way to be helpful and pleasant • Makes it as easy as possible on the student rather than the department	• Satisfies students in every interaction • Excels at student services • Resolves problems quickly and efficiently • Overcomes student resistance to bring a successful outcome • Empathetic listener to student issues
People Management (for those with direct reports)	
• Sets clear expectations • Reviews progress • Provides timely feedback and guidance • Holds people accountable • Delegates appropriately	• Effectively motivates subordinates to exert the effort necessary to attain organizational goals • Brings out the best in employees • Makes certain that employees have a clear understanding of their responsibilities • Makes maximum use of personnel and equipment • Keeps employees challenged through job enrichment • Develops a climate providing motivation, participation and opportunities for employee initiative • Promotes a comfortable, friendly organizational atmosphere • Avoids over-supervising • Capably manages diverse personalities • Supervises firmly and fairly • Disciplines without causing resentment • Is skilled in conflict resolution • Applies all rules and regulations fairly • Copes effectively with misunderstandings **Delegating** • Delegates to maximize organizational strengths • Recognizes the importance of working through subordinates

	• Delegates with clearly defined responsibility and authority • Delegates to motivate subordinates **Development** • Excels in selecting and developing potential talent • Deals effectively with different levels of employees • Effectively plans for future career development and accomplishment • Successfully demonstrates ability to develop employees • Inspires subordinates to reach their fullest potential • Encourages employees to acquire appropriate skills and knowledge

ADDITIONAL SAMPLE PHRASES FOR EVALUATOR

Competency
- Combines technical competence with dependability and loyalty
- Is professionally competent
- Effectively applies skills and abilities to the position
- Demonstrates strong personal competence on the job

Cost Management
- Effectively controls costs through the judicious use of personnel, materials, and equipment
- Projects and follows through with realistic budget data
- Displays sound judgment in managing and controlling expenses
- Ensures expenditures are in the best interests of the institution
- Monitors budget variances and makes appropriate adjustments

Creativity
- Excels in creative thinking and effective problem solving
- Creates satisfying solutions while conforming to organizational policies
- Originates, develops, and implements constructive ideas
- Encourages an environment for creative excellence
- Initiates fresh ideas

Dependability
- Consistently accurate and dependable
- Consistently achieves results when confronted with major responsibilities and limited resources
- Can be counted on to achieve results in difficult circumstances
- A self-starter who displays a strong personal commitment to successfully completing projects