

## Understanding the Need of Evaluations

1. Performance Appraisals can:
  - a. Create a culture of accountability
  - b. Identify challenges and opportunities
  - c. Assist in an employee's career development.
  
2. Appraisals can support the department by:
  - a. Improving productivity through constructive feedback
  - b. Identify training and development needs
  - c. Communicate expectations
  - d. Fostering commitment
  
3. Providing the employee an effective and meaningful employee evaluation is a yearlong (review period specific) continuous process that isn't reserved just for the month prior to the appraisal being due. There are five items to facilitate success in this process:
  - a. Observe employee performing the job
  - b. Identify and record strengths and areas of improvement
  - c. Rate employee on progress toward previously stated objectives
  - d. Provide reinforcing and corrective feedback on employee performance
  - e. Set goals with employee related to the employee's performance

### Errors to avoid while engaged in the Performance Reviews:

- Halo/Horn Effect
  - Halo Effect: Can occur when the employee is doing well in one aspect of the job so all areas of job performance are artificially inflated.
  - Horn Effect: Can occur when the employee is not doing well in one aspect of the job so all areas of job performance are artificially deflated.
- Recency
  - This occurs when the performance appraisal is based on the most recent events/time frame and does not give any evaluation to earlier performance. As the performance appraisal is an ongoing process, all aspects of employee's performance should be evaluated and notes taken on an ongoing basis.
- Primacy
  - This occurs when the performance appraisal is based on the events that occurred at the beginning of the review period and does not take into account the most recent performance period. As the performance appraisal is an ongoing process, all aspects of employee's performance should be evaluated and notes taken on an ongoing basis.
- Bias

- This occurs when the supervisor allows their own values, ideas, beliefs, or prejudices (this can be consciously or unconsciously) to replace actual job performance indicators.
- **Strictness**
  - This occurs when the supervisor does not think that employees should be able to get high ratings as their personal thoughts are that the standards are too low. This can create problems as compared to other work groups because this supervisor's work group may receive lower ratings but be out performing another work group.
- **Leniency**
  - This occurs when the supervisor does not want to give a low rating or identify areas that need improvement. Rather than face those discussions, the employee is given a higher evaluation than they should have received.
- **Central tendency**
  - This occurs when the supervisor rates all employees in the same general area regardless of actual performance.
- **Contrast**
  - This occurs when the supervisor uses another employee as the standard to rate another employee. The performance evaluation should be based on the individual and their performance.

### **Helpful hints during the Performance Review:**

- **Describe the behavior**
  - Do not be negative or accusatory. Do not personalize the behavior.
- **Have an attitude to be helpful**
  - Get the employee involved in the process and be the solution to any problems.
- **Empathize with the employee**
  - This means to actively listen with an open mind.
- **Give specific examples**
  - Generalizations of situations may leave employee confused about expectations. Give past examples that demonstrate the employee's performance or lack of performance for the given area.
- **Action Planning**
  - Supervisor and Employee should be on common ground about talking points
  - Set specific goals that the employee is to meet
    - Specific
    - Measureable
    - Achievable
    - Realistic
    - Timely
  - Create a plan of how the employee will meet goals

- Discuss how supervisor will follow-up with goals
- Discuss what needs to occur before next appraisal