Documentation and Employee Evaluation

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- **Why performance assessment is important**
- **Determine appropriate documentation**
- **Documentation tools**
- **Conducting an evaluation session**

Why Performance Assessment is Important

- **Sets expectations**

- **Motivational tool**

- **Promotion and pay justification**

- **Career development tool**

- **Training needs indicator**

- **HR and legal decisions**

Determining Appropriate Documentation

- **Include specific job performance data to support the ratings given**

- **Keep statements factual and be specific**

- **Focus on behaviors, not attitudes or judgments**

- **Use specific examples**

"Your work is improving!"

Examples

Fuzzy: **Carl does not produce quality work.**

Specific: **The project was completed three weeks later than originally estimated and contained at least five major errors, such as spelling and incorrect calculations.**

Examples

Fuzzy: **Mary does a good job running meetings.**

Specific: **Mary identifies the areas in which we are confused, she summarizes to help the team stay on track, and she maintains her neutrality.**

Tools for Documenting

- **Performance Log**

- **Critical Incidents Log**

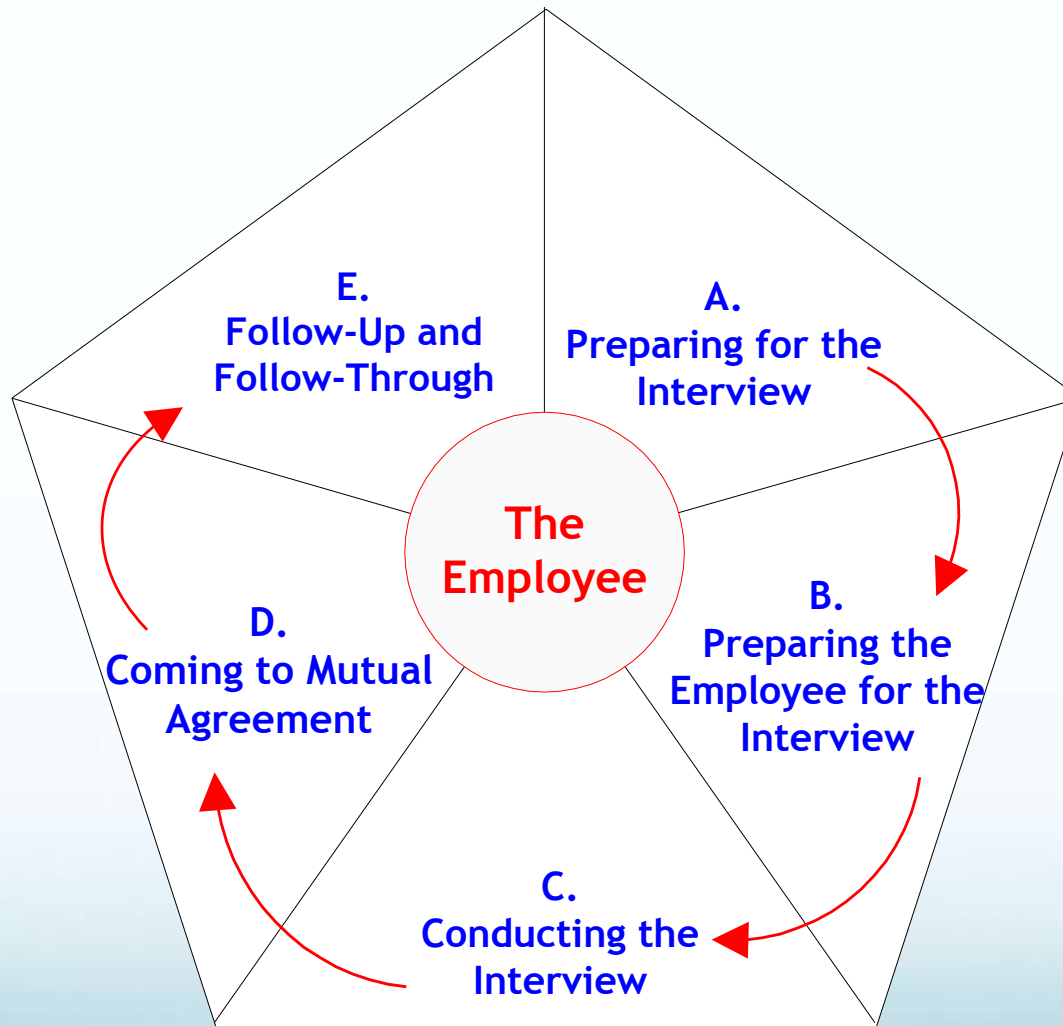- **Email Documentation**

- **Performance Portfolio**

Encourage Continual Improvement

Set SMART Goals

- **S**pecific, and clearly state the desired results.

- **M**easurable in answering "how much."

- **A**ttainable, and not too tough or too easy.

- **R**elevant to what's to be achieved.

- **T**imely in reflecting deadlines and milestones.

Performance Coaching Conversations

Conducting the Evaluation

- **Do your homework**
  - ✓ **Review the employee's file, accomplishments, and challenges**

- **Schedule the session, giving the employee enough time to prepare**
  - ✓ **Ask the employee to think about the answers to the following questions:**

Conducting the Evaluation

- **Questions:**
  - ✓ **What is going well with your job?**
  - ✓ **What is not going well with your job?**
  - ✓ **Why is your job going well and why isn't it going well?**
  - ✓ **What changes or improvements could you make in how you do your job to help improve what is not going well?**

Conducting the Evaluation

- **Questions:**
  - ✓ **How might I (as your supervisor) help you to be more successful?**
  - ✓ **What do you see as performance areas where there may be a need for new responsibilities or where performance could be moved up a new level?**
  - ✓ **How would you assess your overall performance and your performance for each of your job responsibilities?**
  - ✓ **What are your long-term professional development and career goals?**

Conducting the Evaluation

- **Make the employee comfortable**
  - ✓ **Private location**
  - ✓ **Seating without a desk between you**

- **Conduct the assessment conversation**
  - ✓ **Welcome the employee**
  - ✓ **Set the tone for the rest of the session**
    - **Reiterate the reason for the conversation**
    - **Your goals for the session**
    - **Reasoning behind your desire to have him/her share the performance self-assessment before you share your assessment**

"As you recall, several days ago I asked you to think about a number of questions in preparation for today's performance assessment conversation. My intention in asking you to think about these questions was to encourage you to do a self-assessment of your own performance and some critical reflection on your past work, as well as to get you to start thinking about things both you and I could do to support your performance in the future.

My preference would be to have you start things off—because I'd like to hear your own perspectives and insights about your performance—and then I'll add my comments and thoughts when you're done. Does that sound okay to you? So, to begin, I'd like to hear your thoughts about what is going well in your job ...."

Conducting the Evaluation

- Explore what's going well and why it's going well

- Present your "going well" thoughts

- Explore areas for improvement and the causes of performance difficulties

- Present your "improvement desired" thoughts

- Seek acknowledgment of performance and discuss consequences

- Discuss employee's ideas for future action

Conducting the Evaluation

- **Discuss your support for improvement actions**

- **Explore employee ideas for new responsibilities and areas of growing performance to a new level**

- **Commit to mutual agreement**

- **Follow-up and monitor problems**
  - **Reward any degree of improvement**

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REVIEW