

EVALUATION DOs AND DON'Ts

Suggestions for Employees

DO	DON'T
Ask questions before evaluation discussions to make sure you understand the performance evaluation process	Be in the dark as to how the performance evaluation process works
If available, review your performance plan prior to the discussion so you will know the tasks and expectations your supervisor will be focusing on	Show up for the discussion with a fuzzy recollection of your past year's performance plan and expectations
Document your own performance prior to each interim and evaluation discussion, comparing what you actually achieved to the expectations defined in your performance plan	Leave it up to you supervisor to document your performance throughout the year
Prepare a list of changes and improvements you have made during the year	Assume that your supervisor remembers or has documented the important results you have achieved during the year
Make a list of issues you want to cover during evaluation meetings, such as barriers you are encountering in your work and ideas for improvements	Save up problems concerning barriers to your work until evaluation meetings so you will have excuses when your supervisor is critical of your performance
If prior to the evaluation meetings you are asked to give your supervisor information about your achievements, provide concise and objective information	If you are asked to give your supervisor information about your achievements, do so grudgingly while complaining about having to do your supervisor's job for him or her
Once the evaluation discussion begins, speak up and make sure you help to make it truly a discussion and not a lecture from your supervisor	Be passive and unresponsive, listening and nodding your head in agreement with everything your supervisor says without providing your input
Stay focused on discussing performance	Go off on tangents, change the subject or engage in gossip
Express yourself clearly and concisely	Try to get in as many words as you can
Ask for clarification if you supervisor brings up an area for improvement that you don't agree with or understand	Become defensive and emotional if your supervisor is critical of some aspect of your performance

DO	DON'T
Actively engage in problem solving with your supervisor	Expect your supervisor to have a solution to every problem
Be open to changing the way you do things and to taking on different responsibilities	Resist making any changes
Ask your supervisor for ideas on how to make improvements	Be afraid to learn how you can improve
Use evaluation discussions to learn something new about the business and to get to know your supervisor better	Don't raise any questions or offer any suggestions so the discussion can be completed as quickly as possible
If your supervisor has difficulty clarifying expectations or justifying a rating, help your supervisor by providing relevant information and performance examples	If your supervisor has difficulty justifying a rating on your evaluation, keep quiet and hope your supervisor will get in trouble for poor documentation
Ask questions to better understand your performance expectations and how actual performance has been evaluated	Not clearly understand what is expected of you and how your performance has been and will be appraised
Get clarification, before leaving the discussion, on the key points brought out during the discussion and on any actions you and your supervisor have committed to for the future	Avoid summarizing what has been discussed and what actions have been suggested in order to avoid having to do extra work or change your routine
Sign the evaluation after the evaluation discussion has been completed. Your signature provides documentation that you and your supervisor have met to discuss the evaluation	Refuse to sign the evaluation because you disagree with it or are angry with your supervisor. Your signature does not indicate agreement with the evaluation or endorsement of your supervisor