

EVALUATION DOs AND DON'Ts

Suggestions for Supervisors

DO	DON'T
Judge an employee's performance against job tasks and expectations defined in the performance plan	Compare one employee's performance against another employee's performance
Base evaluation comments and ratings on verifiable results produced and on first-hand observations	Base evaluation comments and ratings on hearsay and third-hand reports
Focus on the employee's work performance and what the employee has actually achieved	Dwell on the employee's personality and perceptions about how outside factors might be influencing the employee's performance
Give the employee a rating based on performance during the performance year	Give the employee a high rating as motivation to improve performance
Address issues as they occur during the performance year and refer to them in the evaluation documentation	Save up issues for the final annual evaluation rather than confronting them when they occur
Have a plan and structure for conducting an evaluation meeting and discussion; know what you want the employee to understand and do when the discussion is over	Go into an evaluation meeting with only the completed document and no plan for conducting the discussion
Schedule a time and place to meet with the employee in advance	Drop in on the employee without advance notice and expect to conduct an evaluation meeting
Reinforce the importance of the evaluation process by conducting evaluation meetings when they are scheduled and not allowing other things to take priority	Repeatedly postpone an evaluation meeting as other things come up
Be on time for evaluation meetings, signifying its importance to the employee	Arrive late for an evaluation meeting, signifying there are other things you consider more important than talking about an employee's performance
Allot sufficient time for evaluation meetings	Assume the meeting will only take a few minutes
Conduct evaluation meetings in a quiet, private place where distractions and interruptions will be kept to a minimum	Conduct the meeting in a busy, crowded or public area

DO	DON'T
Turn your cell phone off, put your office phone on forward and do not answer calls or emails during a meeting	Respond to calls and emails during a meeting
Make eye contact with the employee; be attentive when the employee is talking	Act like you don't really care about what the employee is saying
Allow the employee ample time to talk	Dominate the conversation and not allow the employee a chance to share their thoughts
Stay on task	Allow the conversation to stray into topics not related to the employee's performance
Be concise and make good use of the time allotted for the discussion	Let the discussion drag on after the important points have been covered
Discuss actions and events that occurred during the entire performance period	Focus solely on a single incident
Take notes on significant comments and reflect back what the employee has said	Try to remember the employee's significant comments without taking notes
Clarify the distinctions between exceeding, meeting and not meeting expectations	Keep it a guessing game as to what the employee has to do to meet or exceed expectations
If performance needs to improve, problem-solve with the employee to uncover the cause and help the employee work on a solution	If performance needs to improve, just tell the employee to improve or give the employee a performance improvement plan you created
Deal with minor performance issues informally, but make note of what you discussed and the agreement with the employee	Escalate every minor performance issue to the level of a performance improvement plan
When improvement is needed, explain how failure to improve impacts the work unit and overall goals	Explain the need to improve performance by saying, "because this is the standard," or "because I told you to"
If an employee becomes emotional, suggest waiting a few minutes before resuming the discussion	If the employee becomes emotional, either ignore it and continue the discussion or call off the meeting
If an employee becomes angry and acts inappropriately (i.e., shouting, pounding the desk, leaving the room), wait calmly and if possible, resume the conversation after the employee has calmed down	If an employee becomes angry, react negatively – become upset, talk louder, shake your finger, etc.

DO	DON'T
To close, summarize the important points made during the discussion and any actions agreed to going forward	After the details have been covered, stand up to signal the discussion is over or end the discussion abruptly
Have the employee review and sign the document and provide comments, if applicable	Ask the employee to sign the document without allowing the employee time to thoroughly read it
Give the employee a copy of the evaluation document	Fail to give the employee a copy of the evaluation document