



## Evaluation Dos and Don'ts Suggestions for Evaluators



| 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   |

| DO   | DON'T   |
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| 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   |
| 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                |

| DO   | DON'T   |
|--|---|
| 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.           |
| 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   |