

Performance Evaluation Procedures & Tips

DOCUMENTING PERFORMANCE

When documenting performance, note both achievement of goals and demonstration of behaviors that enhance our work environment and community. Consider having a periodic reminder set to take note of performance throughout the year.

A staff member who achieves outstanding results but who doesn't show understanding and care for relationships in his or her work environment is not likely to be able to maintain these results over time, especially if they require the help and support of others.

A staff member who is outstanding at maintaining excellent interpersonal relationships but does not complete their day to day tasks and overall goals undermines the efforts of the department, college, division, and possibly the university.

EVALUATING PERFORMANCE

- Self-reviews from staff members provides the employee's perspective and a starting point.
- Seek feedback from key co-workers.
- Consider the degree of difficulty in assignments. Has their work expanded in scope or amount of responsibility?
- Judge performance, not potential.
- Judge achievement, not progress.
- Review performance for the entire cycle. The evaluation must reflect a staff member's performance over the whole period of time covered by the review.
- Review each objective independently.
- Be a courageous and conscientious reviewer. This may be the toughest guideline of all. Managers who succeed here are scrupulous about giving a favorable evaluation of performance only when the staff member has really earned it.

Avoid rating pitfalls:

Leniency – The tendency to use a less stringent set of standards to rate a staff member, resulting in an inflated rating.

Halo Effect – The tendency to give a staff member an overall positive rating based on the evaluation of a single performance objective.

Horns Effect – The tendency to give a staff member an overall negative rating based on the evaluation of a single performance objective.

Central Tendency – The tendency to avoid rating staff members at the high and low extremes.

Impressions – The tendency to rate a staff member on the basis of impressions and gut feelings rather than on concrete, observable examples.

Recency Effect – The tendency to rate an individual on his/her most recent performance or contributions rather than on performance during an entire review period.