

Creating Effective Performance Evaluations

Performance evaluations are important for improving performance and job satisfaction, reducing liability and increasing communications between workers and their managers and supervisors. Here are a few tips you can share with the management team as they evaluate worker performance.

1. **Be specific.** When you set goals for your workers, spell out exactly what they will have to do to achieve them. For example say “increase sales by 10% over last year” or “make 5 sales calls per week.” Similarly, when you evaluate the worker, give specific examples of what they did to achieve or fall short of the goal.



2. **Give deadlines.** If you want to see improvement, give the worker a timeline to turn things around. If you expect something to be done by a certain date say so.
3. **Be realistic.** If you set unrealistic or impossible goals and standards, everyone will be discouraged and will have little incentive to do their best because they know they will still fall short. Don't make your standards too easy to achieve, but do take into account the realities of your workplace.
4. **Be honest.** If you avoid telling a worker about performance problems, the worker won't know that he or she needs to improve. Be sure to give the bad news, even if it is uncomfortable.
5. **Be complete.** Write your evaluation so that an outsider reading it would be able to understand exactly what happened and why. Remember, an evaluation just might become evidence in a lawsuit.
6. **Evaluate performance, not personality.** Focus on how

well or how poorly the worker does his or her job, not on the worker's personal characteristics or traits. Focus on the workplace conduct that is the problem. For example, you can say “(the worker) has been insubordinate to the supervisor twice in the past six months. The behavior is unacceptable and must stop.”

7. **Listen to your workers.** The evaluation process will be more effective for your workers if they have an opportunity to express their concerns as well. Ask workers what they enjoy about their jobs and about working at the company. Also ask about any concerns or problems they might have. You'll gain valuable information, and your workers will feel like participants in the process.

First Sun organizational consultants are available to assist with creating performance evaluations, developing effective confrontation skills and other issues that may affect your workplace. Just give us a call, toll free at **800-968-8143** or in Greater Columbia at **803-376-2668**.

For more information on this and other topics, please see our website at: www.firstsuneap.com.