Best Practices & Tips:

Facilitating Effective Performance Evaluations

UNT SYSTEM
HUMAN RESOURCES
YOUR SYSTEM. YOUR HR.

1 • Prepare

DETERMINE SOURCES FOR EVALUATION COMMENTS

Before writing the evaluation, you need to gather information on the employee's performance.

Sources of information might include:

- Your Observations
- Job Position Description
- Customer Feedback
- Employee's Self-Evaluation

ANALYZE PERFORMANCE

As you review the information you gathered on the employee's performance, ask yourself:

- What are my expectations for this employee?
- How is the employee performing now?
- How have they performed over the last year?
- How have they accomplished their goals?
- What performance level do I need them to be at next year?
- How do I get them to the desired performance level?

2 • Comments

EVALUATE PERFORMANCE & BEHAVIORS — NOT PERSONALITY.

When Describing Performance:

- Be specific.
- Use action verbs.
- Provide examples.

Example:
Non-Specific, No Examples
"Completes work on time and to satisfaction."

Don't Forget to add in the Employee's Name!

Example:
Specific, Examples of Observed Behaviors & Feedback
"John demonstrates a high level of professionalism, by ensuring all projects are completed by deadline. In fact, on our most complex project this year, he was able to complete the work one week prior to deadline. John always receives positive feedback from other departments he interacts with on projects."

3 • Rating

- START WITH YOUR BEST EMPLOYEE.
- WRITE COMMENTS BEFORE YOU RATE.

This allows you to establish how you view "exceeding expectations," and will assist you in defining your standards for meeting, developing and unsatisfactory performance. Look for action words and descriptions in your comments that define performance; such as: "excels," "always," "demonstrates," etc.

PITFALLS TO AVOID

Halo/Horn Effect	Rate the employee all good or all bad
Central Tendency	Everyone is average
Leniency	Avoid honest ratings to avoid conflict
Recent Behavior	Focus only on recent events; fail to address the entire year
Similarity/Like Me	Favor those most like you
Comparison	Comparing to others; not on individual performance