

BRIEF GUIDELINES FOR SUCCESSFUL EVALUATIONS

1. Rate objectively/accurately
 - a. Do not rate good or bad on all attributes based on an experience in a single dimension
 - b. Do not rate all persons outstanding or give inflated ratings rather than true assessments of performance (halo)
 - c. Do not rate everyone at the low end of the scale with evaluations that are overly demanding and critical (devil)
 - d. Do not evaluate everyone as average regardless of major differences in performance (ho-hum)

2. Use significant documentation and factual examples
 - a. Measure in relation to job description and performance criteria
 - b. Cite objective and specific examples of performance
 - c. Use quantitative examples if possible (number of times, percentage of times, etc.)

3. Plan for the interview
 - a. Allow the time/space for uninterrupted discussion
 - b. Put the employee at ease by conducting the evaluation in a positive, caring manner
 - c. Keep the evaluation performance oriented
 - d. Focus on patterns rather than isolated incidents
 - e. Encourage the employee to talk and be prepared to listen carefully

4. Emphasize future development
 - a. Work to attain organizational goals together with maximum employee growth
 - b. Develop strategies for strengthening areas in need of improvement
 - c. Develop goal oriented plan to prepare for greater responsibility
 - d. Establish follow up plans to ensure growth
 - e. Use positive reinforcement to motivate

5. Emphasize the positive and supportive

SOME EXAMPLES OF PHRASES/WORDS TO DESCRIBE PERFORMANCE

QUANTITY/QUALITY OF WORK	Regularly Meets ____	Often Exceeds _____	Regularly Exceeds _____	Needs Improvement ____	
Based on 3-4 essential skills or attributes discussed in ACCOMPLISHMENTS AND CHALLENGES from question 1 such as accuracy, thoroughness, timeliness, effectiveness in producing desired results, organization, and knowledge.					

Accuracy

- Recognizes the importance of and performs with a high degree of accuracy
- Avoids mistakes and errors
- Gives meticulous attention to detail
- Excels in detail checking
- Forecasts accurately

Achievement

- Produces tangible/lasting/bottom-line results
- Accomplishes more with few people
- Achieves consistent effectiveness
- Completes assigned tasks in record time

Time management

- Avoids time snares
- Uses time productively/wisely/effectively
- Respects the time of others
- Identifies and eliminates time wasters
- Sets realistic time goals
- Avoids becoming involved in endless details

Organization

- Is very orderly/systematic/methodical
- Identifies organizational needs
- Makes order out of chaos
- Displays an organized approach to the job
- Others can understand your system of organization

Skills

- Displays a thorough understanding of technical skills
- Demonstrates strong technical knowledge
- Is technically competent
- Makes effective use of skills and knowledge
- Displays excellent attention to technical skills

DEPENDABILITY/INTEGRITY	Regularly Meets ___	Often Exceeds ___	Regularly Exceeds ___	Needs Improvement ___	
Consider values such as truthfulness, respect for others, attendance and reliability, confidentiality, capacity for unsupervised work, judgment.					

Honesty

- Is exceptionally trustworthy when given an assignment
- Dependable and honest/conscientious/reliable
- Can be trusted to provide support
- Displays a high degree of honesty/loyalty/integrity

Respect for others

- Respects and values the opinions of others
- Demonstrates respect by actively listening
- Handles difficult situations with grace/tact/respect

Attendance and reliability

- Is consistent and dependable in carrying out responsibilities
- Can be counted upon in every way
- Is always fully prepared/fulfills all commitments
- Can be relied upon to do the job and any other assigned tasks
- Consistently punctual/regular in attendance

Confidentiality

- Understands the importance of confidentiality
- Handles confidential materials appropriately

Capacity for unsupervised work

- Is a proven performer/important contributor
- Works well as member of a team as well as independently
- Even when unsupervised, carries tasks through to completion
- Self-directed/self-paced/self-starter
- Explores new opportunities

Judgment

- Makes wise and fair judgments based on solid facts
- Can be trusted to use good judgment
- Weighs alternative courses of action and consequences
- Draws sound conclusions
- Displays excellent intuitive judgment

COMMUNICATIONS/TEAMWORK	Regularly Meets ___	Often Exceeds	Regularly Exceeds	Needs Improvement	
Consider ability to work with others, oral or written expression, ability and willingness to share knowledge or mentor or instruct, and effectiveness providing customer service.					

Ability to work with others

- Makes effective use of team resources
- Helps develop team momentum/cooperation/harmony
- Uses the power of team planning to achieve goals
- Develops strong camaraderie among team members
- Shares/listens/cooperates/is constructive as member of team
- Assists in resolving team conflict

Oral expression

- Expresses ideas clearly/concisely/confidently/with credibility
- Speaks in a positive tone
- Is a skillful interviewer
- Highly articulate
- Responds quickly/properly to all oral and written communications
- Relates well to others

Written expression

- Appropriately responds via letter, fax, email
- Effectively communicates goals/objectives/interplay of ideas
- Writes effectively/concisely/clearly/empathetically
- Can render complex ideas in simpler to understand language

Ability and willingness to share knowledge/mentor

- Willingly/volunteers to share skills and ideas
- Projects approachable/pleasing/willing/helpful personality
- Patient/warm/genuine/confident enough to share skills
- Builds teams by sharing ideas/enthusiasm/honest/constructive feedback
- Motivates others to share/excel/participate/volunteer

Customer service skills

- Pleasant/courteous/efficient/welcoming/fast-thinking
- Responsive to needs of others
- Works well with internal as well as external customers

INITIATIVE/MOTIVATION	Regularly Meets ___	Often Exceeds ___	Regularly Exceeds ___	Needs Improvement ___	
Consider the willingness or ability to seek responsibility, contribute new ideas, anticipate problems and suggest solutions, work independently.					

Willingness to seek responsibility

- Is a prime mover/task-oriented/self-motivator/achievement or results-oriented
- Motivated to achieve optimal results
- Displays a strong sense of purpose/sustained commitment/competitive edge
- Displays or generates energy/enthusiasm/desire/will power/determination

Contributes new ideas

- Promotes the flow of/welcomes/generates/seeks/initiates new ideas
- Discovers new approaches/energy/renewed interest
- Creates interest/opportunities/creative climate
- Seeks creative alternatives/strategies/practices

Anticipates problems/advocates solutions

- Displays strong ability to identify, analyze, and solve problems
- Displays ability to solve problems, think, reason, and learn
- Displays practical/cost-effective/decisive problem solving
- Works well with others in solving multi-faceted problems
- Turns problems into opportunities/exciting challenges
- Strong troubleshooter

Works independently

- Continuously finds new and better ways to do job
- Does tasks without being told/quality of knowing what needs to be done
- Takes charge in the absence of detailed instructions
- Plans and organizes with little or no assistance
- Requires minimal supervision/direction
- Is a solution seeker

SUPERVISORY SKILLS (if applicable)	Regularly Meets	Often Exceeds	Regularly Exceeds ____	Not Applicable __	Needs Improvement ____
Consider leadership, coaching skills, conflict resolution, goal setting, fiscal responsibility, meeting management, and upholding college policies and procedures.					

Leadership

- Displays an ability to stimulate/commands respect of others
- Excels in training, leading, and motivating people
- Leads by example/supervises firmly and fairly
- Faces problems with confidence/assurance
- Projects self-confidence, authority, and enthusiasm

Coaching skills

- Strengthens morale
- Shows appreciation for contributions and achievements
- Actively listens and offers continuous encouragement/coaching
- Offers constructive, caring ways to improve
- Gives sound, practical advice when asked
- Effectively critiques own work

Conflict resolution

- Effectively uses counseling techniques and skills to resolve issues
- Effectively/promptly handles negative behavior/behavior problems
- Knows when to reprimand/ignore/confront/use positive techniques to discipline
- Capably handles difficult people/situations

Goal Setting

- Excels in formulating goals and plans of action
- Formulates reasonable/realistic/specific/workable/worthy/measurable objectives
- Establishes methods for attaining goals
- Effectively establishes individual/group/team/committee/departmental goals

Fiscal responsibility

- Maintains effective/appropriate/realistic/strong cost control measures
- Controls costs through effective management of personnel, materials, and equipment or other critical cost elements
- Establishes/monitors/works well within/adheres to realistic budget objectives
- Excels in reducing costs/eliminating waste while maintaining high quality

Enforcing College policies and procedures

- Applies all rules and regulations fairly
- Keeps well informed of supervisory legal responsibilities
- Promptly reports all incidents

GOAL ATTAINMENT (if applicable)	Regularly Meets ___	Often Exceeds ___	Regularly Exceeds ___	Not Applicable ___	Needs Improvement ___
Consider goal setting skills, planning and prioritization, organization skills, time management, and department priorities and initiatives.					

Goal Setting

- Sets goals that are compatible with that of the department and organization
- Establishes performance targets for short- and long-range goals
- Sets and strives to achieve innovative/realistic/workable/specific objectives

Planning and prioritization

- Develops sound /strategic/comprehensive/visionary plans of action
- Is quick to recognize emerging trends/resource needs/problems/conflicts
- Makes accurate assessment of needs
- Effectively copes with competing priorities
- Sees the big picture
- Eliminates unproductive/non-valued/unessential activities

Organizational skills

- Organizes effectively to achieve improved results
- Is orderly/systematic/organized/methodical
- Systematically carries out assigned tasks and assignments

Time Management

- Respects the time of others
- Uses time efficiently/effectively/productively
- Sets realistic time goals
- Works

