

# HELPFUL TIPS

## **Communicating Expectations**

- Explain to the employee how he/she “fits” into the organization’s goals, plans, and organizational chart – the big picture
- Communicate global expectations to new employees (customer service, reliability, accountability, team player)
- Make position-specific expectations clear to the employee
- Ensure that the employee understands all of these expectations

## **Completing the Draft Evaluation:**

### **Write Clearly:**

- Keep sentences simple and to the point
- Avoid the need to overly defend your evaluation rating

### **Stay objective:**

- Stick to the facts, omit personal judgments that can’t be substantiated
- Exclude inflammatory comments such as...“You should know better”

## **Conducting the Review Meeting:**

- Ask open-ended questions
- Actively listen; engage in dialog
- Use specific examples of strengths and areas for improvement
- Ask for employee input into ways to improve
- Focus on development and coaching
- Take good notes
- Set specific goals and timelines; action plan
- Emphasize that you remain available to respond to suggestions, questions or concerns
- Ask their opinion first, then build on it
- Be aware of non-verbal signals – yours and the employee’s
- Don’t be afraid of silence
- Say what you mean
- Use “I” statements
- Don’t make hasty judgments

# COMMON PROBLEMS

- Failure to prepare for the meetings
- Surprising employees with new information
- Relying on impressions/rumors, rather than facts
- Failure to listen (80-20 ratio)
- Failure to provide feedback—positive and/or negative
- Failure to document performance – both good and bad
- Inconsistent application of performance evaluation criteria between employees
- Interpersonal issues between supervisor and employee
- Holding employees responsible for events/problems beyond their control
- Misusing the performance evaluation process to initially address a disciplinary problem
- Failure to follow-up