**Tips for Writing the Performance Evaluation**

* Focus on the employee’s performance/behavior; not personality
* Provide constructive feedback focusing on specific actions, never on the individual
* Never compare one employee with another to describe behaviors
* Take into consideration performance over the entire calendar year not just recent incidents
* Comments should highlight behaviors that are outstanding or are deficient
* Comments should not reference any protected information such as the use of FMLA, military leave or disability

Comments should be objective, not subjective:

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| **Objective** | **Subjective** |
| Specific Examples | Perceptions |
| Specific Facts | Interpretations, Opinions |
| Specific Results | Speculations |
| Observable | Judgments |
| Measurable | Assumptions |
| Actionable | Nonactionable |

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| **Vague** | **Specific** |
| **Capable of managing staff** | He consistently treats his staff with respect and is approachable and engaging when giving feedback. |
| **Work is of good quality** | Regularly double checks her work; identifies and resolves inconsistencies. |
| **Communicates well** | Articulates new ideas in a professional manner; uses active listening skills; provides feedback in a tactful manner. |
| **Is a team player** | A pleasure to work with. Stays positively engaged with coworkers and customers. Has an infectious positive outlook and works collaboratively to solve problems. |
| **Shows attention to detail** | Is relentless in her pursuit to research, document, and produce quality error-free outcomes for work-related documents. |
| **Is able to analyze needs** | Gathers relevant information, weighs pros and cons of various options, and makes solid recommendations. |
| **Demonstrates respect** | Works hard to ensure the team feels valued; gives credit where credit is due and celebrates success. Makes time for others when support is needed. |
| **Uses appropriate ethical judgment** | Approaches difficult situations with sincerity and honesty. Is reliable and follows through on commitments. |
| **Effective at solving problems** | Makes sure she understands the issues and gathers sufficient information before making decisions. Reaches out to others if necessary and analyzes problems from different angles. |
| **Has a poor attitude**  **(your turn to practice)** |  |
| **Doesn’t fit in well**  **(your turn to practice)** |  |
| **Is customer focused**  **(your turn to practice)** |  |