

#### 1. Why?

- Provides opportunity for communication.
- Provides periodic discussion about expectations and how they are being met.

#### 2. Expectations

- Staff should participate in setting goals and unit standards (measurable).
- Staff should be aware of exactly what standards and goals may be determined by staff and what is predetermined by institution or regulating bodies.
- There should be no mystery** about what standards and goals staff are expected to meet.

#### 3. Why Prepare?

- Feedback on performance is an important part of the work relationship.
- Being prepared shows the importance of the employee to the company and vice versa.

#### 4. Preparation

- Staff – complete self-evaluation, review job description, receive set of questions to review prior to the evaluation meeting.
- Manager – review goals and standards previously agreed upon with employee, review work history since last evaluation, review performance vs. expectations, note variances and have concrete examples, consider career opportunities or limitations.
- The manager should keep a file on each employee and document events during the year that you will need to remember when you do an evaluation.
- There should **NEVER** be any surprises during the evaluation – no variances that have not previously been discussed.
- Discuss previous variances and what progress has been made.

#### 5. Meet Legal Requirements

- Equal Employment Opportunity Commission – measurement must be valid and fairly administered.
- Americans with Disabilities Act – appraisals for those with disabilities will not be conducted differently from other employees.
- Focus on requirements listed in job description.
- Having specific goals for each job description helps ensure that appraisal does not focus on areas that may be discriminatory.

#### 6. What Should Be Covered?

- Measure results against goals and standards.
- Recognize contributions.
- Correct ongoing performance problems.
- Establish goals/standards for next evaluation period.
- Should be consistent over time and reflect what is really happening.
- Should not reflect the “mood” of the evaluator.
- Should be as positive as possible – praise accomplishments and be truthful about failures.
- Personal development – does the employee know you want him/her to succeed?
- An overly negative evaluation will not promote improvement, only anger.

#### 7. How and When Should Evaluation Take Place?

- Initiated by manager – set up time and place in advance and allow employee to prepare.
- Begin on positive, friendly note – BE A GOOD LISTENER.
- Review the self-evaluation and discuss any variances in opinion.
- Encourage questions and discussion.
- Solve problems jointly and come up with solutions.
- If the manager determines, after discussion with the employee, that any changes should be made to the evaluation, now is the time to do that.

#### 8. What If the Evaluation Is Unsatisfactory?

- Provide non-threatening atmosphere – enable employees to discuss shortcomings.
- Describe ramifications of unsatisfactory behavior.
- Be consistent** – if more than one person exhibits unsatisfactory performance, all should be advised of it.
- Find out if there are reasons that expectations are not being met.
- Agree on an action plan.
- Find out if some part of the “system” contributed to the unsatisfactory performance. Get the employee’s input.

#### 9. What Part Do Communication Skills Play?

- Good communication skills are essential.
- Help employees reach higher if they are great and to become great if they are not yet.
- Communicating your caring and support is essential for an ongoing working relationship with your staff.
- Listen, listen, listen.

#### 10. Closing

- Summarize and provide time for questions.
- Express appreciation.
- Sign evaluation and always give a copy to employee.

#### 11. Follow Through

- Ensure agreements are met and plans followed.
- Set time period for improvement when necessary.
- If there is no follow-up, employee assumes no one cares much about performance.

**Acknowledgment:** This outline is based on a presentation by **Kim Schmick, BSN, RN, CNN**, Staff Nurse at St. Luke’s North Dialysis Unit in Bethlehem, PA.

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