Manager Resources
Effective Performance Evaluations

1. Why?
   a. Provides opportunity for communication.
   b. Provides periodic discussion about expectations and how they are being met.

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

3. Why Prepare?
   a. Feedback on performance is an important part of the work relationship.
   b. Being prepared shows the importance of the employee to the company and vice versa.

4. Preparation
   a. Staff – complete self-evaluation, review job description, receive set of questions to review prior to the evaluation meeting.
   b. 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.
   c. 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.
   d. There should NEVER be any surprises during the evaluation – no variances that have not previously been discussed.
   e. Discuss previous variances and what progress has been made.

5. Meet Legal Requirements
   a. Equal Employment Opportunity Commission – measurement must be valid and fairly administered.
   b. Americans with Disabilities Act – appraisals for those with disabilities will not be conducted differently from other employees.
   c. Focus on requirements listed in job description.
   d. 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?
   a. Measure results against goals and standards.
   b. Recognize contributions.
   c. Correct ongoing performance problems.
   d. Establish goals/standards for next evaluation period.
   e. Should be consistent over time and reflect what is really happening.
   f. Should not reflect the “mood” of the evaluator.
   g. Should be as positive as possible – praise accomplishments and be truthful about failures.
   h. Personal development – does the employee know you want him/her to succeed?
   i. An overly negative evaluation will not promote improvement, only anger.

7. How and When Should Evaluation Take Place?
   a. Initiated by manager – set up time and place in advance and allow employee to prepare.
   b. Begin on positive, friendly note – BE A GOOD LISTENER.
   c. Review the self-evaluation and discuss any variances in opinion.
   d. Encourage questions and discussion.
   e. Solve problems jointly and come up with solutions.
   f. 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?
   a. Provide non-threatening atmosphere – enable employees to discuss shortcomings.
   b. Describe ramifications of unsatisfactory behavior.
   c. Be consistent – if more than one person exhibits unsatisfactory performance, all should be advised of it.
   d. Find out if there are reasons that expectations are not being met.
   e. Agree on an action plan.
   f. 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?
   a. Good communication skills are essential.
   b. Help employees reach higher if they are great and to become great if they are not yet.
   c. Communicating your caring and support is essential for an ongoing working relationship with your staff.
   d. Listen, listen, listen.

10. Closing
    a. Summarize and provide time for questions.
    b. Express appreciation.
    c. Sign evaluation and always give a copy to employee.

11. Follow Through
    a. Ensure agreements are met and plans followed.
    b. Set time period for improvement when necessary.
    c. 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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