



Evaluating Performance

What is the role of the people manager in the performance evaluation process?

Evaluating performance is a critical role of a people manager. Although ongoing conversations and coaching are occurring throughout the year with each employee, the Mid-Year and Year-End processes are structured as two formalized activities. Formal feedback reflects the people manager's investment in the employee and strengthens employee engagement.

What is the best way to approach an evaluation discussion?

The key to approaching conversations regarding performance is to collect information that comprise a fair assessment.

- Performance Framework: job profile definition sets clear expectations of roles and responsibilities, while competencies and goals set expectations surrounding behaviors and objectives.
- Feedback: solicit feedback from peers, subordinates, cross functional team members, etc.
- Employee self-evaluation: review the employee's self-evaluation of performance goals and competencies.

Frame the evaluation conversation on tangible outcomes of goals and demonstration of competencies. Explain how these activities translate into an overall performance rating. Remember that two way conversation is critical to a meaningful performance review calibration. It is best to plan and practice this discussion in advance.

Best practices for evaluating performance

- Set regular informal performance conversations with employees. Remind employees to document and discuss achievements and opportunities as they occur throughout the year. This will ensure an annual review is a 'no surprises' conversation.
- Revisit goals frequently. Documenting goals and ensuring an employee clearly understands performance expectations will make the evaluation process easier to navigate.
- Solicit informal feedback. Feedback from the employee's coworkers, direct reports and cross functional partners can broaden the information for a performance review.
- Keep notes and frequently share feedback. Document both accomplishments and negative occurrences to eliminate certain biases, such as the recency effect. Recency effect occurs when an employee's most recent performance or contribution determines the overall evaluation.

Additional resources

Visit the Performance Management section of HR Connect for additional HR Partner resources.