

DEVELOPING EVALUATION FORMS

Developing evaluation forms is a two-step process:

- Establish job objectives for each position.
- Choose a measurement scale to measure the employee's performance

ESTABLISH JOB OBJECTIVES

Performance evaluations measure the employee's success at meeting job objectives. Objectives should focus on what is necessary to meet the requirements of the job. The recommended sentence structure for writing job objectives is: VERB/END RESULT/MEASUREMENT.

One performance objective for an inside sales position might look like this: "Generate new and repeat sales to achieve sales goals at appropriate margins."

Job objectives should provide a measure of the employee's contribution to meeting your company's business and strategic goals. Clearly, a priority objective of an inside sales professional is to meet sales and margin goals, thereby helping the company to survive and grow.

CHOOSE A MEASUREMENT SCALE

The scale delineates levels against which each employee's performance is measured. Scales should be easy to understand and apply, as well as be legally defensible. Each point on the scale should be identified by a clearly defined performance level.

In general, scales with fewer points are recommended. Commonly used scales include the **three-point scale** (exceeds expectations, meets expectations, fails to meet expectations) and the **five-point scale** (excellent, very good, good, acceptable, unsatisfactory).

Once a scale has been chosen, behaviors that describe each level of performance need to be defined. Such examples help ensure that the scale is applied consistently by different reviewers, and that supervisors and the next level of management have a basis for agreement about a given employee's performance.