

PROCESS

The performance evaluation system is divided into three phases:

- Planning the evaluation period
- Monitoring and feedback during the evaluation period
- End of the evaluation period

1ST PHASE

Planning is the main activity at the beginning of the evaluation.

The direct supervisor and employee work together to establish objectives for the evaluation period. Objectives are statements of accomplishments or results to be achieved during the evaluation period, which are linked to organizational and departmental objectives. Objectives outline the work performance expectations of the employee. How the results will be measured is also established at this time. Finally, the priority of the objectives is determined and clearly stated.

2ND PHASE

Monitoring and feedback are the key activities during the evaluation period.

The supervisor and employee agree on a method to track progress toward the accomplishment of the objectives. The supervisor is responsible for providing the employee with informal feedback—both positive and negative—regarding his/her work performance and progress toward accomplishing the objectives outlined during the planning period. Informal feedback discussions should take place frequently throughout the evaluation period.

A formal review may be necessary during the evaluation period if the employee's work performance is unacceptable. The performance evaluation documents the poor work performance and may be used to support a disciplinary notice, if appropriate. The interim formal review is designed to officially inform the employee of the unacceptable work performance and to develop a performance improvement plan.

3RD PHASE

Conducting a formal evaluation and review discussion with the employee using an appropriate review form is the key activity in phase three.