

Tips for Performance Evaluations

HR's Top Ten

10. Be Honest.
9. Be Timely.
8. Be Consistent.
7. Be Objective.
6. Keep Records/Notes Throughout the Year.
5. Conduct Interim Reviews.
4. Critique Behavior, Not the Individual.
3. Be Constructive.
2. Ask for Feedback.
1. Do Not be a Therapist!

REMEMBER: the idea is to help the employee to improve their performance (and, therefore, their overall contribution to the University).

Five basic errors that supervisors make when they are assigning ratings to the various criteria and categories within the evaluation:

- **Halo Effect** –rate the employee as 'wonderful' in all categories. Generally, no areas of improvement are noted.
- **Leniency/Softness** – rate the employee higher than actual performance in order to avoid a confrontation or incite conflict.
- **Central Tendency** – rate the employee as "meets expectations" on all or almost all of the categories.
- **Prejudice and Partiality** – consider personal factors when assigning ratings – can be viewed as favoritism by others.
- **Association** – rate someone either higher or lower than actual performance because of their relationship to someone else in the organization.