

Writing Performance Assessments

It is important that the employee receive from his or her manager accurate and thoughtful feedback in the performance management process. The job description and established job competencies and standards should serve as the baseline for measuring performance. Supervisors can then provide specific feedback describing the gap between expected and actual performance. Effectively communicated job competencies and performance standards:

- Serve as an objective basis for communicating about performance
- Enable the employee to differentiate between acceptable and unacceptable results
- Increase job satisfaction because employees know when tasks are performed well
- Inform new employees of your expectations about job performance
- Encourage an open and trusting relationship with employees

All departments experience change of some type by causes such as technology, programs, staffing, budget, etc. For this reason inherent in most jobs is the need to create new goal(s) for achievement. The supervisor should provide written comment on each of the competencies and goals for further achievement on the job.

In writing performance assessments consider the following:

1. Gather evidence about the employee's performance based on:
 - Direct observation
 - Specific work results (tangible evidence that can be reviewed without the employee being present)
 - Reports and records such as attendance, safety, financial records, inventory, etc.
 - Commendations or constructive or critical comments received about the employee's work
2. Provide job competencies that give objective criteria for measuring performance
3. Compare employee behavior to competencies
4. Provide specific comments based on observable behaviors. Give examples.
5. Document examples of specific performance behaviors that meet or exceed the standards
6. Identify specific areas of improvement
7. Specify performance goals and objectives for the coming year
8. Summarize overall performance and developmental needs
9. Specify a plan for professional development
10. Complete the *performance development scale*