

## Chapter 1 : Evaluating Performance | Android Open Source Project

*Annual performance reviews are a key component of employee development. The performance review is intended to be a fair and balanced assessment of an employee's performance.*

Cart No products in the cart. Performance reviews are an important feature in any organization since it determines the future growth of an employee. Performance review examples help in guiding people responsible for drafting performance evaluations to effectively appraise an individual and draft their assessments. Annual appraisals can be a time of great strain not only on the employee whose growth in the organization is determined by the review he or she is given by his or her superiors, but also for the people responsible for ensuring proper performance appraisals. Drafting a copy of the review to ensure that feedback can be given to the employee so as to encourage him or her to perform better is important. While verbal appraisals can be easy, it is a bit of a task to draft written performance appraisals in order to share it with the employee. This is where performance review examples come into the picture. Sample performance evaluation comments help people responsible for phrasing performance reviews by giving them an insight into how to draft evaluation comments. Criteria and Phrases for Reviews Performance review examples and phrases need to be written in such a manner that while expressing authority, they do not have a domineering tone and maintain a tone that is both formal and casual. It is important to highlight the positive ways in which the employee has contributed to the company. Reviews of employee performance are important for attitude development, proper communication, improving employee motivation, organizational targets, and ensuring that positive relations are maintained between the employees and the management. Effective performance review tips need to be kept in mind while drafting a proper appraisal. You can use the following sample appraisals that can aid you in the process. Professionalism Performance appraisals focus on many different aspects of a professional environment. Examples of a performance review which determine the professional attitude of an employee are given below. His behavior with his fellow employees is extremely professional which also reflects in his attitude towards his work. Always works towards gathering proper information about various matters related to his job to enable him to stay attuned to the needs of the company Communication Skills Proper communication forms the basis of any workplace and it is of utmost importance that an individual has good communication skills, both verbal and written. A good listener who has excellent communication skills and uses them effectively to advise his team members about any problem they may face Has the ability to frankly communicate with colleagues and team members without being authoritative. His ability to give proper feedback to the members in his team has gained him their respect and helped him nip several probable problems in the bud. Leadership One of the foremost qualities that an employee with high aspirations must possess is leadership and the ability to manage a team. These are also qualities that most companies tend to look out for. A natural leader who commands the respect of his team members by according to them the same amount of respect. Successfully raises team spirit by constantly appreciating contributions made by members of the team that has enabled the organization to achieve better targets. Being approachable, his team members are at ease in case they have to consult him about any problem, which has improved intra-team relationships. This has also helped improve team productivity. He leads by inspiration and instills a sense of confidence in fellow team members. Stress Management One of the most common causes of attrition in professional settings today is burn out or stress. In such a scenario, it becomes important that employees are able to manage the stress that the work brings along with it. Is very good at coping with stressful situations and also coming up with suitable solutions with minimal assistance. Sets a good example by ensuring that he never loses his composure even in the most stressful of situations. Is capable of thinking of innovative solutions to cope with crisis situations. Time Management Most companies lay a lot of stress on punctuality and the ability to manage the time that you have to achieve targets. Is an example to others where punctuality and coming in to work on time is concerned. This has inspired his team and bettered the targets achieved by the team. Ensures that the team he is in charge of maintains their break schedule and stays within the timings maintained by the company. Has displayed very good time management skills and has an innate ability to cope

with all the work allotted to him within a specified time. Well drafted performance evaluations with proper review phrases are a reflection of the professionalism of not only the company but also of the person drafting the evaluations. In order to ensure that the appraisals do not come across as informal, it is always a good idea to refer to employee review examples that will enable you to draft them well.

### Chapter 2 : Evaluating Executive Performance â€™ Commons

*Evaluating Performance. While performance evaluations can be an intimidating process for employees, it is also critical in documenting how you have supported your employees' success.*

Who in your business now knows how they are doing? They can all figure it out. The ones who most need to improve. I tell others, and the word gets back to them. Feedback to employees helps improve their performance, decreases turnover, motivates self-improvement, builds trust, and creates a paper trail useful in litigation. Several often-heard reasons for not doing employee evaluations need to be dismissed. Examples of such faulty reasoning include: Good employees know they are good. Employee reviews interfere with personal relations. They make people unhappy and jealous of each other. Some things are better not said. They take too much time. Each of these objections contains a bit of truth. None makes the case for ignoring an important management tool. This article targets managers in small businesses wanting to start or improve employee performance reviews. The focus is on small businesses because organizations with many employees almost all have formal performance appraisal systems. Most employees in small businesses receive less feedback than they want and feel powerless to get more. Managers have the feedback responsibility. The article is organized around eight questions to help managers follow through on their responsibility and gain the benefits of employee reviews. Before considering the specifics that follow, managers will benefit from making a strong commitment to actually do reviews, not just talk or think about doing them. The commitment should include making the reviews timely in the face of great time pressure to postpone, being honest, and thinking about helping employees. The questions outline the discussion that follows. What are my objectives for employee performance reviews? Who will be reviewed? What will be the mix of individual and group reviews? Will the reviews be formal or informal? What will be the mix of objective and subjective measures of performance? How often will the reviews be done? Who will conduct the reviews? What review processes will be used?

#### Objectives of Employee Performance Reviews

The specific reasons for doing employee performance reviews vary among small businesses. Objectives should help build a commitment to do the reviews, build enthusiasm for the reviews within the management team, and gain support from employees. Help employees improve their performance. Help employees with their career planning. Take advantage of employee insights for improving the business. Identify training and retraining needs. Encourage and motivate employees. Promote teamwork and employee cohesiveness. Provide information for compensation decisions. Increase supervisor satisfaction with their human resource accomplishments. Identify needed changes in human resource management practices. Provide information for the redesign of jobs. Eliminate legally indefensible personnel actions. Such a list can be a starting point for discussion in the management team and with key employees. Their support will be critical to success with employee reviews. Facing misunderstanding, skepticism, fear, and outright rejection comes most easy early in the planning process. Consensus building on objectives can be used to promote honest discussion. Few people complain about having too much information about their performance. Few people complain about receiving too many sincere compliments and too much thanks. Therefore, everyone should be reviewed including members of the management team. Starting with reviews at the top of the organization is best. It helps for the person being reviewed to know that the person doing the review has already had his or her review. Even in the smallest of businesses with only one manager, a spouse, customer, key lieutenant, or manager of a neighboring business can provide a helpful review. If reviews for everyone are ruled impractical, first focus attention on new employees. They deserve more attention than other employees. Feedback can help immensely in helping them grow into the potential they demonstrated when hired. They will appreciate feedback at the end of the first day, end of the first week, at regular intervals during the probationary period, and several times during the first year. Employees having learned the value of feedback during their first year will expect it to continue. Employee reviews thus become less of a chore and more of an opportunity to benefit everyone. Long-term, dedicated employees who have never had reviews must be handled with care. An unexpected review out of the blue is likely to cause fear and loss of trust. Even the best employees will ponder and worry over questions such as: Aim for understanding of how everyone

will benefit. Starting only with new employees is one way of handling the potential problem of suspicious experienced employees. Simply wait for experienced employees to hint at their desire to also benefit from reviews. Employee review typically is person by person. Keying on the individual can detract from teamwork and cooperation among employees. Employees easily see the dilemma created by promoting teamwork while reviewing and rewarding individual effort. When teamwork is the backbone of a business, reviews must first be done at the team level. A second step can be a review of individuals with emphasis on contribution to team success, increased ability to contribute to team goals, and fitting into the team. No matter what is done in individual reviews, teamwork increases peer pressure. In true teamwork environments, satisfying teammates becomes more important than satisfying a supervisor. Formal reviews occur on a regular schedule, e. They usually include filling out a form or providing some other type of written report to employees. They often include discussion of needed changes in performance. Informal reviews occur on an as-needed basis. They reflect a commitment to continuous and open communication with employees. The supervisor and employee confront problems as they occur. Praise is given as it is earned. Questions are asked as they arise. Both supervisors and employees work to create an open environment that emphasizes mutual support. Little or no paper trail is generated. For most small businesses, a combination of formal and informal reviews of performance works best. Depending exclusively on one or the other means some objectives of employee performance reviews mentioned earlier are unlikely to be accomplished. With an objective approach, performance is evaluated against specific standards, e. Job requirements dictate the standards of performance. Objective standards can be explained, measured, adjusted as the job changes, and used to identify training needs. Informal performance reviews depend primarily on subjective measures. In small businesses, where supervisors and employees know each other well and interact often, feelings toward each other often override objective measures of performance. Employees not receiving regular formal reviews of their performance are still being judged subjectively by their supervisors and co-workers. They are simply missing the benefit of concrete measures of how they are doing, which parts of their work are best, and which parts most need improvement. Realistically, subjective measures cannot be avoided. The challenge, therefore, is to effectively combine objective and subjective measures. All jobs can have some objective measures of performance. Formal evaluations should be conducted at least once each year. A supervisor can designate a period of time, e. When starting a formal review process, employers often promise reviews more often than is feasible, e. Formal evaluations more than two times a year are not feasible in most organizations. Sticking to the announced schedule is much more important than how often the review is done.

### Chapter 3 : Performance Evaluation Tips & Goals | Human Resources | Drexel University

*An important part of managing performance is to establish goals for the upcoming year. The purpose of setting these goals is not to detail your daily activities, but to help you define larger challenges that you will embark upon over the upcoming year.*

In such a scenario a performance measurement system can help track the progress of your business. It not only helps you track the current situation but can also prove to be a starting point for setting targets which can help you implement strategies for growth. Random Quality checks Random checks on quality can be done so that the actual performance could be measured. The checks could include, reviewing the daily work or phone bills or the time logs. Client survey Survey your clients on the satisfaction level. Client satisfaction is the ultimate goal of any organization and if the client is genuinely satisfied then your employee is on the right track. People who indulge in gossips, distractions or use office resources for personal use, like the mobile for personal calls or computers for online shopping, should be strictly controlled to prevent it from being adopted by their coworkers. A clear communication on the expected behavioral code could be communicated to such employees. Evaluate Personal presentation Employees are the face of the company and their presentation matters as they indirectly market the company. Adherence to the dress code appropriate to the job and company culture is important. The employees who disregard your expectations and present a careless attitude reflect a negative image of the company. It is also likely that the performance of such employees does not meet the expectations. Cost-Effectiveness Measure performance by calculating the cost of work performed. It can be calculated by measuring the time taken to produce a product or a service, Waste reduction, maintaining unit costs. Absenteeism Non availability of the worker is a significant factor that can influence the productivity. Widespread absenteeism could also be due to managerial issues, low employee morale or a toxic work environment. The type of absence and its underlying causes can be diagnosed. Regardless of the reason, the effect it has on the productivity of the individual and the co-workers is certainly negative. Collaboration tools It is one of the best ways to measure the performance of employees. Collaboration is one platform that can connect and engage people across the globe to do meaningful work. Tracking of all aspects of project management right from time management to task completion to productivity, can be tracked effectively through collaboration tools. A successful business owes much of its success to the diligent workers with optimal productivity. A close monitoring of the employee is essential for every company and the above ways can help gauge the performance and ensure that your firm is progressing on the right track.

**Chapter 4 : Evaluating Performance and Providing Feedback to Employees - eXtension**

*An employee performance evaluation is a process rather than an event. It involves setting clear expectations for the employee, making sure that she has what she needs to meet those expectations and providing consistent feedback.*

**Key Investing Concepts Evaluating Investment Performance** Choosing investments is just the beginning of your work as an investor. Generally speaking, progress means that your portfolio value is steadily increasing, even though one or more of your investments may have lost value. **How Are My Investments Doing?** For example, if you have a stock that you hope to sell in the short term at a profit, you may be most interested in whether its market price is going up, has started to slide, or seems to have reached a plateau. You may want to examine the interest rate your bonds and certificates of deposit CDs are paying in relation to current market rates and evaluate the yield from stock and mutual funds you bought for the income they provide. Of course, if market rates are down, you may be disappointed with your reinvestment opportunities as your existing bonds mature. You might even be tempted to buy investments with a lower rating in expectation of getting a potentially higher return. In this case, you want to use a performance measure that assesses the risk you take to get the results you want. In measuring investment performance, you want to be sure to avoid comparing apples to oranges. Finding and applying the right evaluation standards for your investments is important. Instead, you want to measure performance for a growth fund by the standards of other growth investments, such as a growth mutual fund index or an appropriate market index. Here are some concepts to consider when evaluating the performance of your investments including yield, rate of return and capital gains and losses.

**Yield** Yield is typically expressed as a percentage. All bonds have yields, as do dividend-paying stocks, most mutual funds, and bank accounts including CDs. When you buy a bond at issue, its yield is the same as its interest rate or coupon rate. However, bonds you buy after issue in the secondary market have a yield different from the stated coupon rate because the price you pay is different from the par value. Bond yields go up and down depending on the credit rating of the issuer, the interest rate environment and general market demand for bonds. For more information on bond yields, see **Bond Yield and Return**. You can find that information online, in the financial pages of your newspaper and in your brokerage statement. But if part of your reason for investing is to achieve a combination of growth and income, you may have deliberately chosen stocks that provided a yield at least as good as the market average. Sometimes stocks with the highest yield have been issued by companies that may be trying to keep up a good face despite financial setbacks. The share price may suffer as well. Also remember that dividends paid out by the company are funds that the company is not using to reinvest in its businesses. If your assets are in conventional CDs, figuring your yield is easy. Your bank or other financial services firm will provide not only the interest rate the CD pays, but its annual percentage yield APY.

**Rate of Return** Your investment return is all of the money you make or lose on an investment. To find your total return, generally considered the most accurate measure of return, you add the change in value—up or down—from the time you purchased the investment to all of the income you collected from that investment in interest or dividends. To find percent return, you divide the change in value plus income by the amount you invested. Since you hold investments for different periods of time, the best way to compare their performance is by looking at their annualized percent return. So, your total return is 31 percent. Your annualized return is 9. This is derived by doing the following calculation: In fact, figuring return may be one of the factors in deciding whether to keep a stock in your portfolio or trade it in for one that seems likely to provide a stronger performance.

**Helpful Tips** Whatever type of securities you hold, here are some tips to help you evaluate and monitor investment performance: Review and understand your account statements. In addition to fees, your account statement—specifically the Account Summary section—offers a high-level picture of your account performance from the end point of the previous statement, including the total value of your account. If you reinvest your earnings to buy additional shares, as is often the case with a mutual fund and is always the case with a stock dividend reinvestment plan, calculating total return is more complicated. One reason it might differ is that the fund calculates total return on an annual basis. Consider the role of taxes on performance. Computing after-tax returns is important. For example, interest income from some federal or

municipal bonds may be tax-exempt. In this case, you might earn a lower rate of interest but your return could actually be greater than the return on taxable bonds paying a higher interest rate. This is often helpful to do with a tax professional. With investments you hold for a long time, inflation may play a big role in calculating your return. Inflation means your money loses value over time. The calculation of return that takes inflation into account is called real return. To get real return, you subtract the rate of inflation from your percentage return. In a year in which your investments returned 10 percent but inflation sent prices rising three percent, your real return would be only seven percent. As you gain experience as an investor, you can learn a lot by comparing your returns over several years to see when different investments had strong returns and when the returns were weaker. Among other things, year-by-year returns can help you see how your various investments behaved in different market environments. This can also be a factor in what you decide to do next. Capital Gains and Losses Investments are also known as capital assets. If you make money by selling one of your capital assets for a higher price than you paid to buy it, you have a capital gain. In contrast, if you lose money on the sale, you have a capital loss. Capital gains and losses may be a major factor in your portfolio performance, especially if you are an active investor who buys and sells frequently. In general, capital gains are taxable, unless you sell the assets in a tax-free or tax-deferred account. But the rate at which the tax is calculated depends on how long you hold the asset before selling it. With some investments, such as stocks you own outright, you can determine when to buy and sell. And even then you may be able to offset these gains if you sold other investments at a loss. With other investments, capital gains can become more complicated. Mutual funds, for example, are different from stocks and bonds when it comes to capital gains. As with a stock or a bond, you will have to pay either short- or long-term capital gains taxes if you sell your shares in the fund for a profit. If the fund has gains that cannot be offset by losses, then the fund must, by law, distribute those gains to its shareholders. If a fund has a lot of taxable short-term gains, your return is reduced, which is something to keep in mind in evaluating investment performance. Unrealized gains and losses—sometimes called paper gains and losses—are the result of changes in the market price of your investments while you hold them but before you sell them. Suppose, for example, the price of a stock you hold in your portfolio increases. Only when you sell the investment is the gain realized—in other words, it becomes actual profit. This is not to say that unrealized gains and losses are unimportant. On the contrary, unrealized gains and losses determine the overall value of your portfolio and are a large part of what you assess in measuring performance, along with any income generated by your investments. In fact, many discussions of performance in the financial press, especially regarding stocks, focus entirely on these price changes over time.

*Employee performance evaluations give the employer a glimpse at the productivity and quality of work within the company. The evaluations help you determine if employees are reaching goals and.*

Unnecessary process creation e. For example, if a driver leaves interrupts disabled while waiting for a read from across an i2c bus, it will take a fixed amount of time regardless of whether the CPU is at MHz or 2GHz. Increasing capacity is not a feasible solution to improve performance when jitter is involved. As a result, faster processors will not usually improve performance in jitter-constrained situations. Finally, unlike capacity, jitter is almost entirely within the domain of the system vendor. Memory consumption Memory consumption is traditionally blamed for poor performance. While consumption itself is not a performance issue, it can cause jitter via lowmemorykiller overhead, service restarts, and page cache thrashing. Reducing memory consumption can avoid the direct causes of poor performance, but there may be other targeted improvements that avoid those causes as well for example, pinning the framework to prevent it from being paged out when it will be paged in soon after. Because poor performance is usually not easily reproducible i. Instead, use the following general approach when bringing up a new device: Get the system booting to UI with all drivers running and some basic frequency governor settings if you change the frequency governor settings, repeat all steps below. Take long traces of the entire UI pipeline from receiving input via an IRQ to final scanout while running a lightweight and consistent workload e. Fix the frame drops detected in the lightweight and consistent workload. Move on to other user-visible sources of jank. Other simple things you can do early on in device bringup include: This tracepoint is enabled with the sched trace category in systrace and provides the function responsible for sleeping when that thread enters uninterruptible sleep. It is critical for performance analysis because uninterruptible sleep is a very common indicator of jitter. Ensure you have sufficient tracing for the GPU and display pipelines. On recent Qualcomm SOCs, tracepoints are enabled using: What you want from this kind of display tracing is a single event that directly indicates a frame has been delivered to the display. If your SOC does not provide such signals, work with your vendor to get them. Debugging jitter is extremely difficult without a definitive signal of frame completion. However, treating benchmarks as a proxy for perceived device performance is not useful. Based on experiences with SOCs, differences in synthetic benchmark performance between SOCs is not correlated with a similar difference in perceptible UI performance number of dropped frames, 99th percentile frame time, etc. Synthetic benchmarks are capacity-only benchmarks; jitter impacts the measured performance of these benchmarks only by stealing time from the bulk operation of the benchmark. As a result, synthetic benchmark scores are mostly irrelevant as a metric of user-perceived performance. SOC 1 renders each frame of Benchmark X in 10ms and scores 10, Assuming a 60Hz refresh rate, SOC 2 would have a janky frame every 1. Using bug reports Bug reports are sometimes useful for performance analysis, but because they are so heavyweight, they are rarely useful for debugging sporadic jank issues. They may provide some hints on what the system was doing at a given time, especially if the jank was around an application transition which is logged in a bug report. Bug reports can also indicate when something is more broadly wrong with the system that could reduce its effective capacity such as thermal throttling or memory fragmentation. The bouncing ball test is exactly as simple as it appears: A ball bounces around the screen forever, regardless of user input. It is usually also by far the hardest test to run perfectly, but the closer it comes to running without any dropped frames, the better your device will be. Because the workload is so consistent, you can identify most sources of jitter much more easily than in most user-visible workloads by tracking what exactly is running on the system during each missed frame instead of the UI pipeline. The lower clocks amplify the effects of jitter by making it more likely that any jitter causes a dropped frame. As a result, the closer TouchLatency is to 60FPS, the less likely you are to have bad system behaviors that cause sporadic, hard-to-reproduce jank in larger applications. As jitter is often but not always clockspeed-invariant, use a test that runs at very low clocks to diagnose jitter for the following reasons: Not all jitter is clockspeed-invariant; many sources just consume CPU time. The governor should get the average frame time close to the deadline by clocking down, so time spent running non-UI work can push it over the

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edge to dropping a frame. Content and code samples on this page are subject to the licenses described in the Content License.

*Performance measures quite different from these could be chosen as dictated by the job, e.g., technical knowledge, sales volume, and responsiveness to customers. The form instructs the evaluator to rate the employee on each of the six performance areas and provide supportive details or comments.*

Development Goals Performance Goals Performance goals are what you are working to accomplish. Below is an example of a performance goal: Billing Management Implement an enhanced billing management process through web based technology by April Develop a master design document and create stakeholder buy-in and awareness. Ensure functionality of system and a new interface. Develop the communication and implementation plan for the new process by the end of September. Ready for delivery in mid-October.

Development Goals Development goals focus on areas you want to develop in order to grow in your job or advance in your career. Below is an example of a development goal: Public Speaking To increase my effectiveness in giving presentations I will join Toastmasters by March 31 and attend at least 6 monthly meetings by the end of the year. I will ask Ted Thomas to provide feedback using the Toastmasters format on my presentations after each staff meeting during the year. Competencies define how a professional staff member completes his or her goals and day-to-day activities. Shared Values reflect the environment we want to create at Drexel. Here are some tips to help ensure that you are effective in achieving goals and demonstrating Competencies and Shared Values: Make an effort to understand the goals of your position, your department and the University. Draft personal objectives for the year to support those goals. Seek clarification when necessary, to understand expectations. Provide performance documentation and feedback to your manager. Keep track of performance throughout the year using your calendar, a journal or the notes function in Career Pathway to record your accomplishments and challenges. Work with your manager to evaluate performance – both during your review and throughout the year. Look for opportunities to improve your work. Take advantage of professional development opportunities, including training, conferences and Drexel coursework. Documenting performance When documenting performance, note both achievement of goals and demonstration of Competencies and Shared Values. A professional staff member who achieves outstanding results but who leaves bruised relationships in his or her wake is not likely to be able to maintain these results over time, especially if they require the help and support of others. A professional staff member who is outstanding at maintaining excellent interpersonal relationships but does not deliver results undermines the performance of the team, function and possibly the university. Seek feedback from key co-workers. Consider the degree of difficulty in assignments. Has their work expanded in scope or amount of responsibility? Judge performance, not potential. Judge achievement, not progress. Review performance for the entire cycle. Review each objective independently. Be a courageous and conscientious reviewer. This may be the toughest guideline of all. Managers who succeed here are scrupulous about giving a favorable evaluation of performance only when the professional staff member has really earned it. Leniency – The tendency to use a less stringent set of standards to rate a professional staff member, resulting in an inflated rating. Halo Effect – The tendency to give a professional staff member an overall positive rating based on the evaluation of a single performance objective. Horns Effect – The tendency to give a professional staff member an overall negative rating based on the evaluation of a single performance objective. Central Tendency – The tendency to avoid rating professional staff members at the high and low extremes. Impressions – The tendency to rate a professional staff member on the basis of impressions and gut feelings rather than on concrete, observable examples. Discussing performance An important part of the performance review process is a meeting between the manager and professional staff member to discuss the review. The manager should provide the professional staff member with a copy of his or her evaluation before the meeting so they can review it prior to the discussion. Then, in the meeting: Discuss themes and overall performance rating. Address career development and opportunities. Ask and answer questions about expectations. Complete the Managing Performance Issues session in-person or online to learn more about holding performance improvement conversations. Manager should consult with their HR Business Partner as soon as a performance issue is

known. Talking points A document to give the staff member. Acknowledge up front that this is going to be a serious conversation – consider giving employee a few minutes to review first. Focus on themes initially and then give specific examples to support them. Offer to help generally; perhaps use the OED email template to offer resources found here: General Resources Referral Email Template. Be careful of providing excuses, such as "probably just as much our fault as yours. Avoid absolutes, such as "always" or "never". Avoid hedge words, such as "it appears". Give the staff member an opportunity to talk. Listen Make clear expectations going forward. Monitoring period Check-ins Ask staff member what you can do to support them in making the necessary improvement. Make clear that, while you want to help the staff member succeed, the staff member is responsible for making the necessary improvement. Follow-up – as promised or more often if necessary. Treat staff member with dignity and respect.

### Chapter 7 : Performance Review Examples - Criteria and Phrases

*When evaluating the employee's performance, check their rate of completion and evaluate the quality of their tasks to ensure they are working on things that are in line with the growth of the company.*

The evaluations help you determine if employees are reaching goals and meeting company standards. If an employee previously performed poorly in a particular area, subsequent evaluations allow you to check for improvement. The specific type of evaluation depends on your company structure and the particular work tasks you want to assess. If an employee knows an evaluation is coming up, he may work harder during that time period. With unannounced samplings, you get a more accurate look at work quality and productivity of the employees. Review the work completed during a particular time frame. Assessment Forms Assessment forms create a standardized evaluation method for the workplace. You are able to evaluate specific skills and habits by breaking them down into separate lines on the form. The standardized assessment also creates an equal way to evaluate all of the employees, making it beneficial if you are basing pay increases or bonuses on the results. This type of assessment typically uses a rating scale with the manager assigning a score for each area. The manager may also add notes or suggestions for improvement to support the scores. The major duties for the position as described in the job description give you a place to start when developing the assessment form. Self-Evaluations A self-evaluation gives the employee a chance to share her thoughts on her work performance. This method typically uses a form similar to the document a manager might use to evaluate work skills. The self-evaluation often goes along with an assessment performed by a supervisor. The employee ranks herself in various areas. She may also be asked to write a general statement about her performance or answer specific questions about her work skills. When employees are involved in the assessment process, the staff member and her supervisor will typically both complete forms and compare or discuss areas for improvement. Setting goals together based on the evaluation is a way to positively work on the areas of need. When developing a form for a peer review, choose statements and evaluation points that encourage an objective assessment. Keeping the evaluation objective and based on specific skills helps maintain a professional atmosphere rather than a popularity contest between colleagues. Collect evaluations for different colleagues to get a better overall sense of how the staff members view the employee being evaluated. Peer evaluation is often only one part of the evaluation process. References 2 United States Department of Agriculture: About the Author Based in the Midwest, Shelley Frost has been writing parenting and education articles since Her experience comes from teaching, tutoring and managing educational after school programs. Frost worked in insurance and software testing before becoming a writer. She holds a Bachelor of Arts in elementary education with a reading endorsement.

**Chapter 8 : Performance Evaluation - Journal - Elsevier**

*Performance Evaluation functions as a leading journal in the area of modeling, measurement, and evaluation of performance aspects of computing and communication systems. As such, it aims to present a balanced and complete view of the entire Performance Evaluation profession.*

The goal of an evaluation is to evaluate professional performance, not the person. Boards introduce a high risk of bias and prejudice when they attempt to judge the executive as a person, particularly given their limited exposure to the executive. Using processes and tools that leave the board open to acting on the basis of stereotypes also introduces a legal risk as it can lead to discriminatory actions such as an executive for whom English is a second language being rated as a poor communicator or a woman executive judges as not decisive or a disabled executive as not seen as a good representative of the organization. This includes defining the specific results or indicators the board will monitor and the executive will report annually to the board. Thus, if the organization is doing a good job of accomplishing its goals, gaining donors to support its work, is financially sound, and so on, the executive is considered to also be performing well. This prevents the board members from evaluating the executive on personal characteristics that are not relevant to organizational performance and are based on limited information, hearsay, or individual judgments. Why a board is not the same as a supervisor While the board hires and can terminate the executive, it is important for the board to realize that their relationship with the executive is not one of a usual work supervisor. A supervisor assigns tasks to their employee and works with the employee on a day to day basis. They observe the employees performance from many angles and participate in the same organizational structure and operate with the same constraints and processes. It is these end results and policy compliance that the board has the responsibility to monitor. The board as a whole, or board officers, can ask the executive to act or provide information so that the board can better perform its governance role or so that board members can better support the executive and the organization. If a board member has an issue with the executive they should handle that issue individually by a speaking with the executive. The executive is under no obligation to take direction from any individual board member. Only official actions of the full board are binding on the executive. Establish a stable process Executives often report that they had no idea how they were being evaluated before their performance review. Each year the basis for the review changes based on who is involved. Look forward in order to look back An annual performance review can only hold the executive responsible for meeting targets, complying with policies, or achieving results that were agreed to at least a year in advance so that the executive has the time to organize resources to meet those targets and is given a chance to provide the board with information to indicate if the results and goals have been achieved and if they are in compliance with the policies. Once the work of defining the expectations of the executive is done, Step 2 is establishing and clarify the process by which the executive will provide the board with information they can use to conduct the evaluation next year. It is essential that the executive have a clear understanding of the basis for their evaluation and the indicators or evidence the board expects the executive to provide in advance of the evaluation period. Once the board has determined the timing, process, and specific reporting requirements for the annual executive evaluation and consideration of their salary, it is very important to write it all down and include it in the board policy manual. While necessary changes can be made, the board should avoid tinkering with the process or the goals and reporting requirements. The board will get more benefit over the long run from having a stable and well-known process so the executive is focusing on the long term success of the organization and not the next evaluation. Many companies use multi-rater surveys to evaluate behaviors the company wishes to promote, so board members may be familiar with them from their work. While there are mixed results on the impact of these tools, companies that carefully construct them to measure specific behaviors they believe are important to business performance have generally found them to be useful if carefully implemented. This does not mean that using a survey randomly pulled from the internet or another organization with only one employee of the organization will be effective in promoting behavior change. Board member responses to surveys are also clouded by the small amount of time board members spend with the executive and their limited knowledge of

the day to day operating environment of the nonprofit. When the board discusses the results of a with the executive, the focus should be on asking the executive how the board can support them in their professional development goals, including encouraging the use of a coach or mentor, pursuing education or training, or other types of developmental professional support. An organizational climate survey staff survey periodically implemented can also provide good feedback for the executive. For this reason many people will choose not to participate in a unless the executive has encourage and solicited their input. The difference between governing and managing Except in arts organizations where there is a managing director and an artistic director, the board has a single point of delegation. Both within the evaluation process and outside of it, the board should never direct staff other than the executive. If the board as a whole or individual board members get involved when staff members are upset with the executive, the board undermines the authority of the executive. This makes it impossible for them to effectively carry out their role as the chief executive of the organization. By engaging with staff directly outside of the grievance or whistle blower policies the board is crossing the line between management and governance. When making pay decisions, the board should consider organizational performance and the pay being provided by comparable organizations of a comparable size. You may also want to look at the by the subsector like arts, housing, education etc. There are also national nonprofit salary surveys. The board should not leave it the executive to bring up their salary, propose their own salary level, or remind the board about a salary determination. It is important that the current executive is paid what you would expect to pay a new person should you have turn over in the job. Pay is usually not the most important factor of job satisfaction for the executive, but this does not excuse the board from its responsibility to compensate the executive fairly. The board and the executive should have a conversation about the types of support the organization and the executive needs from board members so that expectations are clearly articulated and board members can identify opportunities that are a good match for them. Resources Ten things every board member needs to know: Evaluating the Executive Director.

**Chapter 9 : Evaluating Performance - Human Resources | University of South Carolina**

*"Every employee is evaluated on a quarterly performance plan. These plans are collaboratively developed at our quarterly company meetings, which means everyone knows about and provides input on.*

Leave a comment My mind was blank. This was my 7th performance review of the day and I was running out of nice adjectives, good phrases, and catchy comments to make. I needed a break and really just wanted this process to be over. Have you ever found yourself in a situation like this? Writing form after form and trying not to repeat yourself? In each category, there are phrases for both positive and negative comments. The positive performance review phrases are for employees who meet or exceed expectations while the negative performance evaluation phrases are for employees who need improvement or who are giving an unsatisfactory performance. These phrases can also be used for self evaluations, simply change the sentence to first hand. Bill manages his staff to a great attendance score. His staff is frequently among the top performers in the company for on-time arrivals. Lenny demonstrates the secret to success is not who works the longest, but who works the smartest. With this said, Lenny is also one of our top employees for attendance and reliability. Lyle manages a tough schedule with his staff, yet always maintain adequate staffing levels. Paul is a reliable performer and maintains a good schedule. Bill always ensures his employees adhere to their lunch schedules and breaks. Kevin meets all company standards for attendance and punctuality. Julia begins each day refreshed and ready for any challenges she will face. Jim starts meetings and ends them on time. Jason schedules his time off well in advance. Holly is a very good with punctuality, but her staff is not. She needs to better manage the team to company-required schedules. Frankly, Peter has a ghastly view of on-time attendance. I do not remember a day when he has shown up on time, ready to work. Ben is such a quality worker, but unfortunately his punctuality is abysmal. She needs to get her schedule in order to help her coworkers. Ryan is often tardy for work and despite repeated warnings, does not respect the attendance policy. For most of the year, Jim has had excellent attendance. Over the last several months, he is frequently absent or late for work. Jim should improve his reliability. For the most part, Paul has been good with his schedule. However, during the summer months, Paul frequently leaves early or takes a half day of unscheduled time off on Friday. This provides a bad impression for his coworkers and employees. Attitude Positive Performance Evaluation Phrases Bill is quick to congratulate coworkers and builds an atmosphere of trust with his team. He continually builds people up, deals with difficult situations with incredible posture, and focuses on the positives. Tim has a mind-set that few people do and we appreciate that about him. Julia accentuates the positive in most situations. One of the difficult things a new manager must learn is how to emphasize the right things and downplay the other things. Holly has one of those attitudes that is always positive. She frequently has a smile on her face and you can tell she enjoys her job. We are fortunate to have Greg on our team. Thom has an even demeanor through good times and bad. Angela has a soothing personality which reflects in a very calm personality. Her attitude is one which should be emulated. Bob brings a level of enthusiasm to his job that few can. He is always one of the guys on the team we go to when we need a lift. Attitude Negative Performance Evaluation Phrases Ken is normally a very affable guy, but under times of pressure, he succumbs to it and needs to work on his choice of language and volume level of his voice. When the pressure is on and there is a choice to blink or not, Jack too frequently blinks. Mary is a good manager, but her mood changes too often for people to keep track of. Jennifer is an asset in many ways, but her attitude needs to be kept in check. Bill has a dreadful outlook at times which has a tendency to bring down the entire team. For the most part, Lenny is a personable guy, but when he gets upset, his attitude turns to shocking. Lenny needs to balance his personality out and not react so much to negative events. Bill has a tendency to instigate problems between his coworkers. Tom knows that certain conversations provoke members of his team, yet he continues to be vocal about non-work related topics. Tom should keep his conversations work related. Angela has a tendency to erupt over minor things. This causes unease with her coworkers who do not want to set her off. Terry is quick to show his discontent with work; he should stop to think about how his display affects those around him. Lindsay is a good person, but any constructive criticism devastates her. We cannot walk on egg shells around her if we want the team to

get better. Jim needs to bring his attitude under control. Wendy has the valuable skill of communicating difficult concepts in easy to understand language. Peter is quite good at communicating difficult messages with employees, management, and customers. As an employee, Ted was good at communication, as a manager, Ted has proved an even more effective communicator. His communication skills have improved tremendously this year. Kyle is an adept communicator and is one of the best business writers I have had the pleasure of working with. Kyle communicates very well through his reports and white papers. Cameron is very good at written communication, however his verbal communication skills can be improved. Cameron should work on being an active listener. Barry reports necessary information to his coworkers. Allison is excellent at keeping written information about her assignments and projects. Brenda is very competent communicator. Over the past year, Terry has not performed very well in creating an honest and open environment for the employees he supervises. Jenny must improve her foreign language skills to stay competitive in this industry. Greg is not adept at documenting verbal communication. Over the next 90 days, Greg should work on this skill. Fred does not communicate effectively and clearly. Tricia holds too many meetings; fewer would be more effective. Brian should communicate project status updates more frequently. Tom lacks credibility in his messages. His co-workers do not believe he is honest. Justine does not convey a positive image of the company to customers. Peter has proved to be an ineffective communicator. Jim does not effectively communicate – both written and verbal communication must be improved. Jenny is a proven team player. William is an asset because he can effectively work with other teams and departments. Julia is willing to do whatever it takes to get the job done – even perform tasks or jobs that are not her own. Isabella coordinates individual workers together to meet deadlines and work effectively as a team. Greg encourages people to work together towards a common goal. Ben gives of himself to make sure the job is well done. Jill offers assistance willingly. Greg makes a positive contribution to morale. Peter accepts constructive criticism positively. Fred creates a positive and inclusive work environment. Jim does not encourage a team-centered work environment. Ben fails to commit his team to cooperating with organizational goals. Harry demonstrates a desire to avoid working with others. Kyle refuses to share crucial information with co-workers for fear he will be marginalized. Manny is very good at individual tasks, but he falls short in cooperating on group projects and in partnership with staff members.