How to provide effective evaluation

Evans School of Public Policy & Governance

Effective evaluation is not a once-a-year or end-of-role performance review. Effective evaluation is a continuous, positive collaboration between you and your hire. This process is meant to invigorate what is possible and dismiss what is no longer functional. Below are some tools and guidance for you to provide effective evaluation to your interns or direct reports to keep moving your organization forward.

Before the evaluation

- Establish a standard evaluation period to serve as a checkpoint for performance. For new employees, this may be a 30 or 60-day checkpoint. For ongoing employees, this may be an annual or twice-yearly timeframe.

- Make sure your direct report understands the evaluation process and let them know in advance if they should prepare anything in advance, whether that is in written form or simply reflections you wish them to be prepared to share.

- If possible, provide the employee with a written copy of their appraisal before the meeting to allow an initial response in private. If that is not possible, be prepared to provide a written copy they may take with them.

During the evaluation

Embed each of these areas within the evaluation:

- **Strengths:** Echo how well (or how frequently) did the employee accomplish the expectations. Specifically, name instances where this employee has exemplified organizational values or delivered exceptional results. Share detailed praise also enables your employees to understand what it is they are doing well.

- **Opportunities:** Be prepared to discuss training or development opportunities for the next review period. If the employee is performing exceptionally, this may be a way to support their satisfaction with the organization. If the employee is in need of growth, this is a way you are able to support them in this development. Identify long and short-term goals and prioritize appropriately. If there is an opportunity for additional compensation or a promotion of responsibilities, identify a separate time to discuss this.

- **Goals:** This dedicated period can be an opportunity to set new goals moving forward related to the direct role or their careers will help you figure out ways to broaden their professional experiences. Make goals attainable but challenging. This is something you may want to ask the employee to think about in advance so that your evaluation time may be spent discussing them and how they can best be accomplished or supported.

- **Support:** Identify management or organizational support you may be able to offer the employee, whether short-term plans for projects, long-term plans for the organization, career development plans for the employee or skill-building for immediate performance deficiencies. This is also a time for setting up plans for coaching or mentoring, if this is available within the organization.