

## Performance Evaluation: A Guide for Managers

Author: Milton Jack . March 2022

In most, if not all, organizations, [performance evaluations](#) are not something that employees look forward to. According to research, both employees and managers perceive the process of performance reviews to be intimidating. Despite their unpopularity, performance evaluations have been found to deliver useful information. According to a Columbia Business School study, employees' productivity and morale are boosted when they are evaluated based on their previous performance. successful businesses attempt to assess and guide their employees toward continuous improvement.

Now that we've established performance evaluation as a tool for evaluating work performance, we must first define what [job performance](#) is. Motowidlo (2003) defines job performance as "The entire expected value to the organization of the discrete behavioral episodes that an employee performs during a particular time.". The Encyclopedia of Behavioural Medicine defines work performance as "a means to attain a goal or set of goals inside a job, role, or organization" (Campbell, 1990) rather than "the actual outcomes of the acts performed within a job." Job performance, according to Campbell (1990), is a "complex activity" rather than a single action. Contextual and task performance are the two types of job performance.

Employees can help their company in ways that aren't directly relevant to their designated functions while still fulfilling their responsibilities. An AIHR article characterizes this as extra-role performance, contextual performance, or organizational citizenship behaviors. This may be aiding coworkers who are under stress or require assistance, as well as performing duties that are outside of one's scope of job but contribute to the organization's success.

According to Najafi et al. (2011), performance evaluation is an important and beneficial practice that gives employees annual feedback on their job effectiveness and career direction. An appraisal is an important tool in human resources management; if done effectively and logically, it may guide enterprises to their objectives and help employees reach their goals. In their research findings, it was seen that performance evaluation is a major factor in motivation (Najafi et al., 2011).

### What Is Performance Evaluation?

To many people, performance evaluation means different things. It's a combination of a measurement method, an exercise in observation and judgment, and a feedback procedure. It is a management tool that the business employs to attain its stated goals. Performance refers to an employee's accomplishment of specified obligations. The capacity to do a task effectively and efficiently is referred to as "performance". Performance evaluation is the process by which a manager or consultant examines and evaluates an employee's work behavior by comparing it to pre-determined standards, documents the results of the comparison, and uses the information to give employees feedback on where and why improvements are needed.

A periodical examination and review of an employee's performance on the job is called an [employee performance evaluation](#). According to iEduNote (2022), evaluating how successfully individuals are completing their job obligations and contributing to the achievement of corporate goals is known as performance evaluation.

A manager must be aware of the precise expectations for a task, monitor the employee's conduct and outcomes, compare observed behavior and results to expectations and measure the fit between them to appraise performance successfully. A manager should, in most situations, provide feedback to staff, a procedure that might elicit emotional reactions.

Managers often do a comprehensive performance evaluation once a year, with periodic check-ins. Employers can use [performance evaluations](#) to set clear goals and track employees' progress. The data acquired during a performance evaluation can aid in the decision-making process for salary hikes, promotions, and layoffs.

[Performance evaluations](#) frequently contain both the manager's assessment of the employee's performance and the employee's assessment of their success. Performance evaluations should be measured against precise objectives and metrics that are well-defined.

## What's the Purpose of Performance Evaluation?

Performance evaluation has several goals, including improving individual performance and organizational culture (FreshBooks, 2019). Some of the advantages of professional employee evaluation are as follows:

- They assist employees in better comprehending what is required of them.
- The management has the chance to learn more about the employee's abilities and motivations.
- They provide employees with constructive suggestions on enhancing their performance in the future.
- They can assist the employee and manager make long-term plans for the employee's future.
- They provide impartial evaluations of people based on standard parameters, which can help determine fair promotions, raises, and bonuses.

## How Can Managers Conduct Performance Evaluation?

Organizations must have a [standard evaluation framework](#) to successfully evaluate employees, and each employee must be assessed against those standard metrics. Here's a step-by-step strategy for evaluating staff performance effectively:

### 1. *Establish Performance Goals*

Setting clear [performance criteria](#) that specify what an employee in a certain function is expected to do and how the task should be completed is critical. Every employee in the same position must adhere to the same rules. All performance requirements should be attainable and directly related to the individual's

job description.

## ***2. Set Specific Objectives***

In contrast to performance criteria, which might apply to several employees, you should develop customized goals for each person. Goals are tailored to the strengths and limitations of each employee and can assist them in improving or learning new abilities. Assist each employee in establishing reasonable and relevant goals for their role.

## ***3. Collect and Track Performance Data***

Keep [track](#) of your employees' performance throughout the year. Make a file for each employee's performance. Keep track of any noteworthy achievements or situations, whether positive or negative. Remember that you don't have to wait until the year-end review process to express praise or constructive criticism to staff if something stands out.

## ***4. Conduct Preparation***

It's advisable to prepare for the meeting ahead of time when it's time to provide an employee review. Before the meeting, go over your employee's paperwork and develop a list of things you want to talk about with them. The focus of the performance review should be on the good parts of the employee's job, along with some recommendations for future improvement. After all, if the employee's performance was largely negative, they would no longer be employed by you.

## ***5. Be Candid and Specific With Criticism***

If you must provide [feedback in an evaluation](#), be honest and transparent. Don't try to sugarcoat or downplay the problem, as this may cause the employee to become confused. Give detailed examples before offering helpful, precise recommendations on how the employee can continue to grow and improve in the future.

## ***6. Employees Should Not Be Compared***

An employee evaluation is used to assess each employee's performance against [standard performance measures](#). Comparing one employee's performance to that of another is unhelpful and can lead to unhealthy competition and resentment. Always refer back to your evaluation framework rather than the performance of other employees.

## ***7. Examine The Results Rather Than The Person.***

Take criticism in stride and keep it focused on the task at hand. Instead of focusing on the employee's personality attributes, your review should focus on how well they accomplish their work. When you make personality judgments about an employee, they may feel assaulted, and the dialogue may become unpleasant. Rather than condemning an employee for being immature or emotional, provide specific

examples of the person's conduct in the workplace that illustrate these characteristics.

### 8. *Have a Discussion*

An employee evaluation should not be a one-way conversation in which management gives advice and the employee listens. Instead, a successful employee evaluation should be a two-way dialogue between you and your teammate. Pay attention to your employees' concerns and aspirations for their careers. Find out how you and the rest of the team can help the employee achieve their professional goals. You can also have an employee self-evaluate their performance

### 9. *Make Specific Inquiries*

It can help enter the room with specific questions you'd like to discuss with the employee to develop good a discussion with them [during the evaluation](#). Here are some questions you may ask your staff to get them talking and provide you great feedback:

- What do you want to accomplish this year at the company?
- What resources or assistance do you require from the department to achieve your objectives?
- What will be your main obstacles in achieving your business objectives this year?
- How frequently would you like to get feedback?
- To you, how can I be a better manager?
- What are your long-term professional objectives, and how can the company assist you in achieving them?
- What are some new skills you'd like to learn this year? Is there any training that we can provide to assist in the development of such skills?

### 10. *Continuously Provide Feedback*

Employee evaluation should ideally be a [year-round procedure](#) rather than a one-time event. Giving comments and checking in with employees throughout the year to see how they're progressing toward their yearly goals can help boost employee morale and keep them on track at work.

## Conclusion

Employee evaluation is one of the most used management approaches. It covers all employees, whether formally or informally employed. The majority of firms use employee performance evaluation. Businesses require their employees to continually deliver high-performance levels to succeed in today's highly competitive environment. After being hired, taught, and motivated, employees are evaluated for their performance. The phase in the performance evaluation process is for management to determine how effective it has been in hiring and placing personnel.

Milton Jack is a Business Consultant at Industrial Psychology Consultants (Pvt) Ltd, a business management and human resources consulting firm.

**LinkedIn:** [linkedin.com/in/milton-jack-9798b966](https://www.linkedin.com/in/milton-jack-9798b966)

**Phone:** +263 242 481946-48/481950

**Mobile:** +263 774 730 913

**Email:** [milton@ipcconsultants.com](mailto:milton@ipcconsultants.com)

**Main Website:** [www.ipcconsultants.com](http://www.ipcconsultants.com)

<https://thehumancapitalhub.com/articles/performance-evaluation-a-guide-for-managers->