

How to Write a Performance Evaluation

The purpose of the performance evaluation is to promote communication, provide feedback about job performance, and support a positive working relationship between managers and employees. *Reminder:* Focus on the entire year's work (January through December), all performance goals since the last performance review.

Start with the Position and Successful Performance Expectations

You are evaluating how well this individual achieved stated goals. When completing a performance review, you are not assessing their personality or whether you 'like' them or not. Rate each goal individually, paying close attention to the metrics established. Goals are written to Successful standards. In other words, if an employee successfully completes each goal this equates to a rating of Successful. When writing a performance evaluation, be specific; provide specific examples of what the employee did or did not do.

Specificity allows you to:

- Limit misinterpretations.
- More easily justify the rating. In those rare cases where the overall rating is *Exceptional* or *Exceeds*, specific examples are critical. Examples are also required for ratings below *Successful*. Refer to the [Performance Rating Definition job aid](#) for guidance.

Gather performance documentation over the course of the year, and consider the following:

- Begin by reviewing which goals have been completed. For each goal, gather data that will support the goal and rating. Reread the job description.
- Review notes in the chat box in Workday . You and your employees are encouraged to use the chat function to keep notes on performance throughout the year.
- Look for emails from others that give feedback or recognize contributions.
- Collect any awards and training completions.
- Gather reports/information that provides quantitative and qualitative data about STARS, Performance, and Development goals.
- Gather performance feedback from others the employee has worked closely with.
- Review the employee's completed Self-Evaluation, if available.

Use the [Performance Rating Definitions \(Job Aid\)](#)

- It is important that you rate accurately and consistently. To give an *Exceeds Expectation* rating specific criteria must be met. Ratings are not appropriate to use to acknowledge length of service. Ratings are for employees meeting the expectations of the goals listed. Goals are written to meet Successful standards.
- The *Exceptional* rating is reserved for those truly exceptional situations. The rating should be very rarely used.
- Our merit program is a pay for performance system. Overall ratings determine merit pay. Think seriously about who on your team deserves a meaningful reward for their performance. This is where your allocated funds are best spent. You can give more money to those who have performed at a higher level. Overrating may put your department budget in jeopardy, creating pay inequities and lower morale for those who perform at a higher level.