

THE
CATHOLIC UNIVERSITY
of AMERICA 

OFFICE OF HUMAN RESOURCES
HR Summer Workshop Series
Managers
June 2009

Five Key Elements of an Effective Performance Evaluation Meeting



1: Remain Objective

- Consider the entire review period. Do not overemphasize recent accomplishments or setbacks.
- Base evaluation on observable incidents and required job standards.
- Do not allow job classification or length of service to affect the rating.
- Do not be swayed by a previous evaluation.
- Do not let personal feelings bias your evaluation.
- Do not inflate ratings.



2: Plan Ahead

- Manager should thoroughly review the job description, goals for review period, self-evaluation (if applicable) and any personnel file documentation.
- Schedule the meeting in advance and allow enough time for meaningful discussion.
- Ask employee to review their position description ahead of time to make sure it is accurate.
- Anticipate the employee's response to the evaluation.



3: Be Honest

- Do not gloss over uncomfortable subjects or areas for improvement.
- Utilize the “feedback sandwich.”
- Do not be judgmental.
- Give the feedback that is specific and behavioral.
- Describe the behavior’s impact on the team or attainment of department and personal goals.



4: Actively Listen

- Do not dominate the conversation.
- Be prepared to listen. Eliminate possible distractions.
- Focus on the employees words and body language.
- Consider your body language.
- Use feedback and questions to clarify meaning.



5: Follow-Up

- Provide continuous feedback to employees regarding their performance.
- Offer assistance to employees in achieving performance goals.
- In you need guidance in dealing with employee performance issues, involve the Office of Human Resources.

