

EVALUATING PERFORMANCE

The Evaluating Performance Phase of the performance management cycle consists of the steps below.

STEP NUMBER	DESCRIPTION
(1)	Employee creates and submits the self-evaluation to her/his supervisor.
(2)	Supervisor creates and submits the official evaluation to the reviewer.
(3)	Reviewer approves/denies the evaluation (Agency Head approval of an agency's rating distribution may occur off-line at this time).
(4)	DCHR moves the approved evaluations to the year-end discussion step.
(5)	Supervisor makes the evaluation available for employee review and holds the year-end discussion with the employee.
(6)	Supervisor makes the evaluation available for employee acknowledgement.
(7)	Employee acknowledges that the year-end discussion was held.
(8)	Supervisor completes the evaluation.

I. Self-Evaluation

Self-evaluation is the process in which the employee provides a self-assessment of his/her performance based on the performance expectations established in the performance planning phase.

The purpose of a self-evaluation is to:

- Allow the employee an opportunity to document his/her accomplishments during the review period;
- Serve as a reminder to the supervisor of his/her employee's accomplishments during the review period; and
- Provide the supervisor with a sense of how the employee view's his/her performance prior to the year-end discussion.

II. Year-end Discussion

The year-end discussion enables the supervisor and employee to discuss the official evaluation.

How to Prepare for the Year-end Discussion

SUPERVISOR

- a) Ask the employee to do a self-evaluation. (Optional)
- b) Review the employee's self-evaluation (if applicable).
- c) Gather your observations of the employee's performance documented during the performance management period.
- d) Compare the employee's actual performance to the performance expectations.
- e) Review the rating category definitions and assign a rating to each performance expectations, and write a narrative justification.
- f) Write an overall summary of the employee's performance.

- g) Discuss the evaluation with the Reviewer.
- h) Await the reviewer approved evaluation to be moved to the year-end discussion by DCHR.
- i) Schedule the year-end discussion with the employee.

EMPLOYEE

- a) Gather any documentation recorded during the review period on your performance.
- b) Compare your actual performance to the performance expectations.
- c) Complete a self-evaluation. (Optional)
- d) Discuss the evaluation with your supervisor during the year-end discussion.

NOTE: The approval of the Reviewer must occur *before* the year-end discussion.

How to Conduct the Year-end Discussion

SUPERVISOR

- a) State the purpose of the meeting in clear and direct terms.
- b) Discuss the ratings you assigned and the narrative justification written for each performance expectation. Be sure to use appropriate examples of behavior to ensure the employee understands what you are trying to communicate to him/her.
- c) Discuss progress on the Individual Development Plan.
- d) Solicit input from employee concerning overall job performance during the review period, or summarize input from the employee’s self evaluation (if applicable).
- e) Give employee job-related feedback on the employee’s performance, including developmental needs.

III. Narrative Justification

A narrative justification is an explanation of the rating a supervisor assigns to a performance expectation. It provides documentation of the employee’s contributions and areas in need of improvement. A narrative justification should:

- Be related to the employee’s performance;
- Include relevant and specific examples of the employee’s performance;
- Be instructive; and
- Reinforce positive behavior.

IV. Approval of Evaluation

Approver	Task
Reviewer	Reviews and approves the official evaluation created by a supervisor.

How to Review and Approve a Performance Evaluation as a Reviewer

- a) Ensure the supervisor submits the performance evaluation for your review and approval *prior* to the year-end discussion between the supervisor and the employee.
- b) Read the narrative justifications that accompany each rating to ensure the justification supports the rating.
- c) Read the overall summary to ensure the rationale supports the overall performance rating and the ratings assigned to the performance expectations.
- d) Approve or deny the performance evaluation. If denied, make yourself available to the supervisor to ensure that s/he can address your concerns.