

Staff Performance Evaluations

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Good job, bad job or no job could be the three ultimate conclusions a leader or manager makes when considering an employee's performance. But a true performance evaluation requires more detail in two primary areas: Results and Behavior. Results pertain to what the employee accomplished during the evaluation period. This area of Results would list the main activities and deliverables for the employee's position. Behavior pertains to how the employee performed his job, including how they interacted with others and their demonstrated work ethic. The right, balanced combination of both Results and Behavior equates to a good job by a good employee.

What's love got to do with it...

A CEO gave this account about his business manager. This was an MBA, well skilled in managing the affairs of the business, showing excellence in planning, oversight, and execution. However, no one enjoyed working for him or with him. He was cold and callous in his communications, he barked out orders, and he did not listen to reason considering it all to be an excuse. It seemed as though he held himself in the highest esteem but had no room for esteeming others.

This business manager was being evaluated on a scale of 0 – 5 (5 being excellent) in each area, Results and Behavior. For Results, he received an overall score of 4.5. But for Behavior, he received an overall score of 1. Ouch! This example may appear extreme at first, but it clearly indicates that an employee can get results but through less than desirable behavior. The reverse is also true. An employee can seem to follow the behavior values of the company, but never seem to meet a deadline. Both employees are costing the company money. The unbalanced performance of both can adversely affect the performance of others and hinder company progress in various areas.

When you get right down to it...

All employees should be subject to a company-wide performance evaluation process. The specific areas being evaluated should be consistent with the position requirements. In addition, fairness and integrity should be built into the evaluation process. However, low performers either in the area of Results or Behavior must be appropriately addressed. The answer begins with pointing out the area(s) needing attention, but includes developing a corrective action plan with the employee and performing progress checks. Corrective actions may include additional training, acts of self-discipline or application, and/or a change in work environment or tools. The employee should be given a time period within which to make improvements. In addition and very importantly, he/she should be clearly told about the company policy and expectations regarding substandard performance. Requirements for a written warnings or action plans, probationary periods, and dismissal should be written in policy and appropriately communicated with the employee.

The bottom line is this – employees who are successful in their performance are paramount to the success of the company. A portion of the company's investment is to make the employee successful. The reverse is also true.