

**ACTIVITY 9.3 | Evaluating Yourself as a Performance Evaluator**

	Yes	Sometimes	No
1. I explain the performance expectations of the job to employees.	_____	_____	_____
2. I check employees' understanding of the role and performance expectations.	_____	_____	_____
3. I explain the reasons for performance review to employees, emphasizing benefits to the organization and the individual.	_____	_____	_____
4. I explain the steps in the evaluation process from the setting of standards and the use of forms to the actual evaluation session.	_____	_____	_____
5. I give employees the time and the opportunity to do self-evaluation before the joint session.	_____	_____	_____
6. I listen openly to employees' perceptions of their performance.	_____	_____	_____
7. I remain objective and nondefensive in the session.	_____	_____	_____
8. I observe the employee in action throughout the year and make notes on my observations.	_____	_____	_____
9. I use performance criteria based on observable behaviors and measurable results.	_____	_____	_____
10. I give myself time to prepare the evaluation document with thought and care.	_____	_____	_____
11. I plan the evaluation session, setting it for the most productive time and place.	_____	_____	_____
12. I create a comfortable, inviting climate at the evaluation session.	_____	_____	_____
13. I spend a few minutes initially in the session talking with the employee to break the ice and open communication.	_____	_____	_____
14. I am willing to modify my evaluation, incorporating ideas and comments from the employee's selfevaluation.	_____	_____	_____
15. I require the employee to set his or her own goals and make an action plan for achieving them.	_____	_____	_____