

If this is a first time evaluation, the employee should be introduced to the evaluation process. They should be informed that this is an opportunity for affirmation and dialogue around what is going well and what needs improvement. As part of the process the employee should complete and submit to the supervisor the self assessment guide. This information should then be used in the supervisor's evaluation.

If this is not a first time evaluation, previous evaluations should be reviewed ahead of time to monitor progress and provide continuity. The supervisor should then complete the supervisor's section of the evaluation form prior to meeting with the employee and using information provided in the employee's self-assessment.

The meeting between supervisor and employee should allow time for discussion of both what is going well (affirmation) and what needs improvement. Performance appraisal is not to be confused with discipline. Rather, it is an opportunity to highlight **issues** needing attention and **strategies** for addressing these issues.

When the process is complete the employee should be provided with a copy of the complete appraisal document for future reference.

Performance evaluation is an ideal time to review a job description if one exists, or develop one if there is not one in place.

Questions a supervisor should review prior to a performance evaluation?

1. Does this position fit within the overall mission of the Parish or program? Over time the needs of the parish change. If the position is no longer meeting these needs, the problem is not one of performance but rather job design. Employees should not be held accountable for poorly designed jobs.
2. If this position fits within the overall mission of the parish/program, have performance expectations been clearly communicated to the employee? In the absence of a clearly communicated and accurate job description employees are often unsure around what is expected of them. Once again this is not a performance problem but rather one of communication. Clear accurate position descriptions are the basis for performance evaluation.
3. Attitudinal problems are difficult to identify clearly; difficult to document/ record accurately and rarely corrected to a supervisor's satisfaction. This evaluation tool will not transform personalities. It assists supervisors in measuring job related performance only.