

## **SECTION 8.10: THE PURPOSE OF PERFORMANCE EVALUATION**

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The performance evaluation serves many purposes. Most importantly, it provides a formal opportunity for the supervisor and the employee to meet and communicate. During the meeting, the supervisor will provide feedback on how well the employee is performing based on the goals and anticipated results listed on the Individual Performance Plan and Evaluation (IPPE). The responsibilities and the tasks detailed on the Position Description Questionnaire (PDQ) serve as the foundation for the IPPE.

A performance evaluation can also accomplish the following:

- Recognize and document the employee's strengths and achievements.
- Reinforce positive performance.
- Identify areas where performance improvement is needed.
- Identify career and individual development needs.
- Document poor performance that may lead to corrective action.
- Facilitate employee accountability for their performance.
- Give the employee an opportunity to comment on his or her job performance.
- Help the employee assume accountability for the job and her or his performance.
- Establish customer-focused service as it relates to the mission of the agency and to the public.
- For some jobs, provide the basis for determining pay increases.

Performance Evaluation readily aligns with, and can be used in conjunction with, other aspects of human resource management:

- Training and career development
- Recruitment and hiring
- Workforce planning
- Compensation
- Reward and recognition
- Improvement planning
- Discipline
- Succession planning

Performance evaluation is an important human resource tool that supervisors and employees often overlook or avoid because it requires direct, honest communication based on specific, observable results. If approached from that framework, it can help employees optimize success in their jobs and contribute to the success of the organization.