

Part of the BusinessCPR™ Management System, Step 5—Be Accountable for *Your* Results

The primary responsibility of each Supervisor to those who report to them is to help their direct reports understand where and how well they contribute to business results. Failure to evaluate and discuss the quality of job contribution means an employee must figure out for themselves whether the hours they put in each day, week, and month are contributing to company sales and profitability or not.

Just as a student corrective action is applied when a student earns failing grades, corrective action is needed with employees who fail to contribute to company success through the work they are paid to perform. Use the BusinessCPR™ Contributions Evaluation Form to help your employees see where and how well they contribute to business results.

Four steps to preparing the contributions evaluation form

1. The first step in preparing the evaluation form begins with the Supervisor reviewing the employee's Job Description, previous evaluations, and any other performance records.
2. The Supervisor then carefully assesses the employee's contribution during the review period. The rating is noted by circling the appropriate number on the evaluation form.
3. The completed form is set aside for a day or two to allow time for more reflection. This is key to providing each employee with relevant evaluations that help them contribute more to the success of your business.
4. Update the evaluation form as needed and schedule an optimum time for the performance evaluation.

Ten keys to having a positive employee evaluation that positions your employee for improved results

1. Introduce the purpose of an employee evaluation. Point out that this is intended to be a positive conversation and that they are not in trouble. Remember, you want to help them, so tell them why you believe in them. If this is not true, then you should be using the progressive discipline process.
2. Ask them what they heard to make sure they know your intention for the evaluation.
3. Walk them through the process you went through in preparing their performance evaluation and how you interpret the rating scale from 5 through 0. Ask them if they have any questions.
4. Give them a copy of your performance evaluation, telling them that you will go section by section through the evaluation. The intent is to discuss your evaluation of their performance and to listen to their view of your ratings. Should the employee not agree with your rating, stop and discuss what's working and what's not for you in their performance. The goal is to agree on what they are prepared to do differently to improve their performance, not debate individual ratings.
5. Show them their total rating and ask what's standing out to them. If you agree with their conclusion, move to the next step. If you disagree, discuss what you see differently, then repeat this step again until you believe they have heard what you see in their performance.
6. Provide the employee with a copy of your Summary Comments discussing them as you see best.
7. Give the employee time to note their comments in the space provided. It's OK if you give them time to reflect and return should you think it is in their best interest to have time to reflect and respond.
8. As they note their comments on your copy of the evaluation form, note any additional comments you feel need recording based on the evaluation conversation, then discuss with the employee.
9. Once you have the employee's comments, have them sign the evaluation form next to your signature.
10. Provide the employee with a copy of their completed contributions evaluation and file your copy in their employee file. Make sure you note any promised follow-up and complete it as promised.

On the following pages is the generic contributions evaluation form, ready for your use.

We are here to help ...

Should you have questions about the BusinessCPR™ Contributions Management Process or this form, email help@business-cpr.com to schedule a time to speak with one of our BusinessCPR™ Certified Business Coaches to get your questions answered.



ANNUAL CONTRIBUTION EVALUATION

EMPLOYEE _____ EVALUATOR _____

POSITION _____ TIME IN POSITION _____

DEPARTMENT _____ EVALUATION DATE _____

Circle the number corresponding to the following evaluation scale for each performance rating category. Only one rating is to be selected for each rating. Do not allow unusual circumstances or personal feelings to influence your selections. Include notes of specific examples that support the selected rating whenever possible. Write on the back, referencing item number for additional space.

5. EXCELLENT 4. GOOD 3. AVERAGE 2. POOR 0. FAILING

CONTRIBUTION CHARACTERISTICS

NOTES

1) Has the knowledge and skills to perform all responsibilities, tasks, and duties for the present position.	5 4 3 2 0	
2) Plans and arranges their work to be carried out effectively, efficiently, and on time.	5 4 3 2 0	
3) Applies themselves to carry out whatever task they undertake despite obstacles that may occur.	5 4 3 2 0	
4) All work is high quality and free from error. Paperwork is accurate, neat, complete, and timely.	5 4 3 2 0	
5) Work is comprehensive in scope, complete in detail, and accurate.	5 4 3 2 0	

MENTAL CHARACTERISTICS

NOTES

6) Adapts to meet ever-changing situations and can quickly adapt to changes.	5 4 3 2 0	
7) Readily isolates and solves problems independently.	5 4 3 2 0	
8) Prioritizes effectively with the ability to recognize what is significant from what is trivial.	5 4 3 2 0	
9) Contributes sound new ideas that improve methods and increase profits.	5 4 3 2 0	

PERSONAL CHARACTERISTICS**NOTES**

10) Shows interest in their work by the energy with which they attack it. Exhibits initiative.	5 4 3 2 0	
11) Is self-reliant and does what is needed without the need for close supervision and direction.	5 4 3 2 0	
12) Committed to complete the required tasks in the time allotted. Willing to extend working hours when necessary.	5 4 3 2 0	
13) Cooperates and works well with superiors, subordinates, customers, peers, and vendors.	5 4 3 2 0	
14) Reliable & trustworthy in routinely meeting all commitments as scheduled to complete.	5 4 3 2 0	

MANAGERIAL CHARACTERISTICS (only rate the following if in a managers position)**NOTES**

15) Plans and arranges activities into logical, practical, and feasible schedules and assignments for subordinates.	5 4 3 2 0	
16) Develops subordinates effectively through training and coaching to improve their ability to perform.	5 4 3 2 0	
17) An effective team leader. Inspires and motivates subordinates.	5 4 3 2 0	
18) Follows through assuring that plans and tasks are completed effectively, efficiently, on time, and within budget.	5 4 3 2 0	
19) Controls costs through the effective utilization of workforce, material, equipment, and time.	5 4 3 2 0	
20) Results-oriented in achieving all goals and objectives on-time and below budget.	5 4 3 2 0	

TOTAL RATING: _____ out of a possible 70 for nonmanagers and 100 for managers

SUMMARY COMMENTS

AREAS OF STRENGTH:

RECENT ACCOMPLISHMENTS:

AREAS THAT NEED IMPROVEMENT:

PLANS FOR HOW TO IMPROVE - BY WHEN:

EMPLOYEE COMMENTS:

EVALUATOR ADDITIONAL COMMENTS:

I have shown this evaluation to the employee and reviewed it with them.

_____/_____/20_____
Evaluator Date

I have been shown and had this evaluation reviewed with me. I have been free to comment and have received a copy.

_____/_____/20_____
Employee Date