

Glossary of Performance Evaluation Terms

How often misused words generate misleading thoughts. —Herbert Spencer

Annual Statement of Achievements and Results

—A section (A-1) in the performance evaluation forms (PEF's) where goals, responsibilities and/or projects assigned for the current cycle are described along with an assessment of the results.

Assumptions – Taking for granted the attribution of qualities and behaviors without evidence.

Cloning – Favor those who think, look, or act like you.

Current appraisal cycle – Current performance year under review July 1 to June 30.

Descriptors – Rows of behavior anchors against which performance is compared. May also be referred to as attributes.

Development Plan – Section C-2 in the PEF's that lists specific objectives (actions, resources, dates and monitoring) agreed to by both parties, on enrichment activities, or the acquisition or development of new skills, knowledge, abilities, and/or behaviors for the next performance period.

Discussion Points – A list of questions (A-2) in the performance evaluation forms that facilitates reflection, planning and constructive discussion between an employee and their supervisor.

Expectations – Anticipated results for each job duty that the employee is expected to achieve.

First Impressions – Drawing immediate conclusions that overlook and ignore any additional relevant information, leading to a snap judgment.

Halo Effect – The tendency to allow one positive (or negative) quality to dominate judgment of all other qualities.

Job Duties – A description of the performance requirements/duties of an employee. Such description should generally be consistent with the employee's job description.

Position Classification Questionnaire (PCQ)
– A questionnaire completed for each job, containing the Job Description and other information used to score jobs into grade levels. PCQ are accessible online through the Bridge.

Objectivity – Focusing on the evidence/proof of performance when rating and comparing to specified descriptors. Judgment should not be effected by personal bias (*halo effect, cloning, stereotyping, first impressions, assumptions* etc.) or resulting rewards.

Overall Performance Rating – A final rating computation, between 0-4 (up to two decimals), for an employee's annual performance evaluation. (This rating is determined by dividing the sum of weighted scores of all *performance factors* by the sum of *weights*.)

Performance Factors – Various categories of descriptors used to measure performance (B) in the PEF's: Quality/Quantity of work, attitude, reliability and attendance, safety, working relations, communication, job knowledge and adaptability, organization skills and time management, decision making, problem solving and leadership. Each factor is organized in a grid with 1 to 2 of descriptors.

Performance Outcomes – The results or end products of assigned duties, responsibilities, and performance requirements

Performance Plan – Section C-3 in the PEF's where the responsibilities/duties/projects, or 1-time objectives for performance improvement are assigned to the employee for the next 12-month period. Performance standards and expectations are specified.

Performance Rating Columns – A yardstick or rating scale spanning five columns (B in PEF's) used to measure performance where; unsatisfactory, needs improvement, meets expectations, exceeds expectations, and outstanding.

Ongoing Discussions on Performance – are systematic, objective reviews conducted periodically or on an ad hoc basis throughout the year to assess the effectiveness of performance and work results. They help managers forestall problems by determining if and when timely adjustments are needed to improve the quantity, quality, behavior, or committed resources required for achievement.

Rating Box – A field (box) in the top right corner of each *Performance Factor* (B in PEF's) where a calculated rating is entered. (By adding rating values for each applicable row and dividing that total by the number of rows.)

Rating row – A row of descriptors, corresponding to a specific aspect of the *Performance Factor*, that has behavior anchors for each *Performance Rating column*.

Stereotyping – Grouping people together based on oversimplified categories.

Weighting – The amount of emphasis given to a particular performance factor as it relates to the job. If there is no importance at all then 0, a low importance is 1, medium is 2, and highly important is 3.