

**WILLIAMS COLLEGE**  
**Office of Human Resources**  
**Guidelines for Evaluating Performance**

The following checklist is designed to assist you in evaluating the performance of those employees you supervise:

- Prepare evaluation reflecting back over past year for exhibited strengths, areas where improvements have been made and/or have yet to be made. However, this is not a time for surprises. Is the employee aware of these issues?
- Schedule a specific time for a private evaluation meeting free from interruptions.
- Ask employees to complete the pre-performance review worksheet and return it to you prior to the meeting so it can be incorporated into the actual evaluation.
- During the evaluation:
  - explain the purpose of the meeting and the agenda
  - encourage dialogue
  - mutually review performance expectations based on current job description
  - discuss your rating and comments; give specific examples
  - explore progress and determine development needs
  - plan performance goals for the next review period and timeframe for accomplishing them
  - each person should sign and date evaluation
- Update position description questionnaires or job descriptions as appropriate based on changes in responsibilities or assigned duties. If a job has changed significantly contact Bob Wright or Martha Tetrault to discuss the possible need to reclassify the job. **NOTE:** If descriptions need to be updated, please edit them on the document itself and return them with the evaluations. **Do not retype!** Changes should not be made to the education and experience section of the description. These reflect the minimum requirements for the position, not the qualifications of the incumbent.