

Sample comments for performance evaluation

Everybody hates performance evaluations. Managers hate doing them because it seems they have to assign their employees a grade. Employees hate receiving them because they are rarely helpful and often seemingly arbitrary. The important thing about assessment and evaluation is that you need to do both. Yes, they are different, and they are different in substantial ways and they serve different purposes. This is not just hair-splitting when it comes to terminology. If you only focus on one or the other you miss an opportunity to develop your people and give them the feedback that they need to be successful.

Evaluation

This is what most leaders and managers are doing at the end of the year in terms of performance management. Evaluation is summative. By that I mean it is the result of activities that have gone on during some defined period in the past. For most organizations, this is a one-year period although some forward thinking groups make the evaluation more frequent and covering a lesser stretch of time. Evaluations are also results-oriented. They focus on what has been produced during a period of time.

The findings of evaluations are judgmental. While it sounds like a negative statement, it is simply that evaluations are for the purpose of judging performance and usually determining a score or rating. From a timing standpoint, evaluations are designed as a quality-gate. In other words, they are for the purpose of giving feedback on performance in a segmented manner. For too many, this is once a year. In fact, mid-year evaluations used by many are not as much evaluations as they are corrections. If compensation and other important decisions are made based on the once-per-year function of performance evaluation, then your evaluation cycle is yearly.

Assessment

Actually, mid-year evaluations often fall into the category of assessment rather than evaluation. Assessments are ongoing and process-oriented. They check the status of progress and provide direction or correction. By process-oriented, I mean the question for an assessment discussion is "How is it going?" whereas the question for an evaluation is "How has it gone?" So assessments are formative rather than summative. They happen as performance is being conducted, not after the fact.

Assessments also tend to be more flexible than evaluations. With an assessment, modifications can be made either to the development and performance of the individual, or to the desired outcomes. With evaluations, that horse has already left the barn.

The point of calling out the difference between assessment and evaluation is to realize that both are different but important. Employees and followers need feedback in both

Sample Comments For Paraprofessional Evaluations

L Cohen



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Table of Contents Sample Comments For Paraprofessional Evaluations

1. Understanding the eBook Sample Comments For Paraprofessional Evaluations
 - The Rise of Digital Reading Sample Comments For Paraprofessional Evaluations
 - Advantages of eBooks Over Traditional Books
2. Identifying Sample Comments For Paraprofessional Evaluations
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Sample Comments For Paraprofessional Evaluations
 - User-Friendly Interface
4. Exploring eBook Recommendations from Sample Comments For Paraprofessional Evaluations
 - Personalized Recommendations
 - Sample Comments For Paraprofessional Evaluations User Reviews and Ratings
 - Sample Comments For Paraprofessional Evaluations and Bestseller Lists
5. Accessing Sample Comments For Paraprofessional Evaluations Free and Paid eBooks
 - Sample Comments For Paraprofessional Evaluations Public Domain eBooks
 - Sample Comments For Paraprofessional Evaluations eBook Subscription Services
 - Sample Comments For Paraprofessional Evaluations Budget-Friendly Options
6. Navigating Sample Comments For Paraprofessional Evaluations eBook Formats

- ePub, PDF, MOBI, and More
 - Sample Comments For Paraprofessional Evaluations Compatibility with Devices
 - Sample Comments For Paraprofessional Evaluations Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Sample Comments For Paraprofessional Evaluations
 - Highlighting and Note-Taking Sample Comments For Paraprofessional Evaluations
 - Interactive Elements Sample Comments For Paraprofessional Evaluations
 8. Staying Engaged with Sample Comments For Paraprofessional Evaluations
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Sample Comments For Paraprofessional Evaluations
 9. Balancing eBooks and Physical Books Sample Comments For Paraprofessional Evaluations
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Sample Comments For Paraprofessional Evaluations
 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
 11. Cultivating a Reading Routine Sample Comments For Paraprofessional Evaluations
 - Setting Reading Goals Sample Comments For Paraprofessional Evaluations
 - Carving Out Dedicated Reading Time
 12. Sourcing Reliable Information of Sample Comments For Paraprofessional Evaluations
 - Fact-Checking eBook Content of Sample Comments For Paraprofessional Evaluations
 - Distinguishing Credible Sources
 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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