



# CONDUCTING EFFECTIVE PERFORMANCE REVIEWS



QUICK REFERENCE GUIDE



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# Before the Review: Getting Prepared



**Preparing for a performance review can help make this time of the year stress-free for everyone involved. Here's a couple of checklist questions that help you get prepared in no time:**

- Did you give the employee a copy of the self-assessment and your appraisal draft one week before the meeting?
- Have you set an appointment at a convenient time for the employee?
- Have you allowed sufficient time for your review?
- Have you made sure there will be no interruptions?
- Did you brief the employee before the interview, so the employee knows to come prepared to discuss past performance and future performance?
- Has the employee been able to complete those sections for which he or she is responsible?



- Will the employee understand how performance will be judged?
- Has the employee raised any objections to the proposed objectives and corresponding results expected? If so, have these been resolved?
- Have you explained what performance management means to your employee and outlined the phases of the process?
- Does the employee understand the benefits of the process?

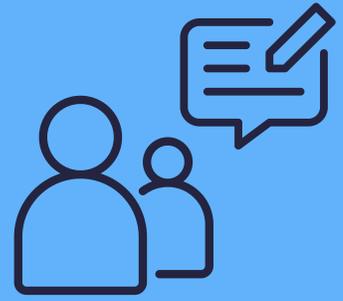


# During the Review: Conducting an Effective Meeting

**During the review, it's important to remember why you're there in the first place – to set your employee up for success. Here are some things to check off of your list when asking questions to your employees:**

- Are your organization's objectives/goals reflected in the objectives and results expected of the employee?
- Is it clear what is expected of the employee? Are objectives specific, accurate, and results-oriented?
- Is it clear how performance will be judged through the results?
- Are expectations realistic, achievable, timely?
- Does the employee understand the importance of his or her job to the team/unit/dept.?
- Does the employee understand your expectations in terms of both objectives and results expected?
- Does the employee feel she/he has all the resources required to achieve these results? Is the support plan complete?
- Do your employees understand that they can return to you at any time to discuss your performance expectations, particularly if they are encountering problems?
- Have you answered all the employee's questions?
- Have you heard your employees and taken their concerns and comments to heart?
- Have you provided factual information where appropriate on the form?
- Are your comments specific and accurate, referring to original goals established under objectives and results?
- Have you provided factual information where appropriate on the form?
- Can you support the judgments you make and record them on the form with specific examples of the employee's performance during the period?
- If the employee's performance met the objectives set, have you acknowledged the employee for a job well done?
- Have you both signed the report?

# After The Review: Creating a Culture of Continued Feedback



**Establishing a culture where you can regularly give feedback can benefit the company when promoting performance reviews' growth and achievements. Here are some things to remember after the review is completed:**

- If you were to perform a review today on any of your employees, would there be any surprises for them?
- Have you set a goal for yourself to informally, but regularly, touch base with each of your employees to ask how things are going, ask whether there are any problems, and discuss any difficulties in achieving their performance?
- Do you correct performance problems immediately?
- Do you congratulate successes immediately? (And remember that success is relative: getting a supply requisition in on time can be a major success for a chronic procrastinator!)
- Have you reviewed the employee's work plans and objectives at least once during the period?
- Have you updated or modified those work plans and objectives that require revision? Have you done so with the employee's input and agreement?





# Tips and Tricks for an Effective Review

Actively listening and asking effective questions can show your employees that you truly care about their future and the future of your company. Here are some great tips on how you achieve both:



## Tips for Active Listening

- Focus on the performance, not the employee.
- Listen with interest.
- Try to get rid of your assumptions.
- Listen for what isn't said.

## Tips for Effective Questions

- Ask one question at a time.
- Phrase the question in easily understandable words.
- Keep your questions brief.
- Keep your phrasing positive.



## Tips for Continued Improvement

- Ask the employee how they can solve a problem.
- Agree on an action plan and gain commitment.
- Agree on a follow-up date and time.
- Express your confidence in the employee.