

Do & Don't for Performance Reviews

Do

- Gather performance data from a variety of sources for the full evaluation period.
- Focus on the employee's performance in the job.
- Explain how you determined each rating. Give specific examples of how performance results were achieved and how particular competencies were demonstrated. Be honest and accurate.
- Use the **Unsatisfactory** rating to confront and correct poor performance.
- Use the **Growth Necessary/Needs Improvement** to address individuals that can be trained, coached, developed, and encouraged to achieve better performance.
- Develop specific action plans to address performance issues.
- Get the employee's reaction and perceptions. Actively listen. Take notes.
- Provide recognition for desirable behavior, especially since the last review. Let employee know how much you value and appreciate their work.
- Focus on future improvement and development.
- Remember to discuss both strengths and development needs.
- Document both positive and negative incidents throughout the year.
- Choose a private meeting place where you will not be disturbed. Allow sufficient time for the actual evaluation meeting (1-1 ½ hours).

Don't

- Focus on the most recent performance data only.
- Be judgmental or focus on the employee's personality.
- Address not related to work performance, such as absenteeism or tardiness, generally should be handled as they occur, not as part of the annual performance evaluation.
- Discuss the performance of other Employees, or compare the Employee with other employees.
- Tolerate unacceptable performance.
- Conduct a one-way discussion.
- Dwell on a past problem, blame the Employee, or put him/her on the defensive.
- Assume that performance enhancement is for poor performers only.
- Focus on weakness only.
- Be vague or use overly broad descriptions.
- Avoid making all ratings around the average and fails to use the highest and lowest scale in making ratings to avoid conflict or averaging out an employee's performance.
- End the evaluation meeting on a negative note.
- Allow for interruptions during the evaluation meeting.