



Performance Review – Best Practices

Pre-Performance Review Meeting: Before scheduling a meeting with the employee, the following suggestions can be helpful with planning

<ul style="list-style-type: none"> • Identify a confidential location • Identify a time period you will not be disturbed (e.g. no phone calls, no interruptions, etc.) 	<ul style="list-style-type: none"> • Before you begin, ensure your emotions are not heightened, so you can objectively focus on the employee and their performance with a positive tone, and show them appreciation 	<ul style="list-style-type: none"> • Be sure you are prepared to discuss each area of performance, and be prepared to justify ratings • Prepare yourself to be encouraging, objective, non-judgmental and constructive
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Employee Performance Review Meetings: Suggested Steps

<p>Step 1: <u>Ask employee his/her perception of performance over past year</u></p> <ul style="list-style-type: none"> • Actively listen to employee’s perspective • Acknowledge known accomplishments • Seek clarification on the employee’s perception of their accomplishments if necessary 	<p>Step 2: <u>Review established goals from previous year</u></p> <ul style="list-style-type: none"> • Address each goal and discuss whether or not they were accomplished • Actively listen to employee’s perception of each goal • Discuss pros and cons of the work accomplished on each goal • Provide objective feedback from a leadership perspective of each goal • Reinforce positive accomplishments • Discuss inadequate accomplishments by focusing on ways to improve (listen to employee’s ideas on how to improve, and provide ideas and options from a leadership perspective on how to improve) 	<p>Step 3: <u>Review performance element ratings</u></p> <ul style="list-style-type: none"> • Address each element and rating • Discuss each rating and reasoning behind each rating • Actively listen to employee’s perception of each rating • Provide objective feedback from a leadership perspective of each rating when necessary • Reinforce positive ratings • Discuss areas needing improvement by focusing on strategies to improve (listen to employee’s ideas on how to improve, and provide ideas and options from a leadership perspective on how to improve) • Review overall rating and provide explanation and justification of rating
<p>Step 4: <u>Review overall comments</u></p> <ul style="list-style-type: none"> • Emphasize strong performance areas (e.g. how employee adds value, strong member of team, solid competencies, etc.) • Identify areas of opportunity (e.g. where employee can focus development) • Actively listen to employee’s ideas of their performance and allow them the opportunity to document their comments 	<p>Step 5: <u>Discuss and develop an IDP</u></p> <ul style="list-style-type: none"> • Use information from Step 4 to document ideas of continuous improvement (e.g. identify stretch goals/assignments, opportunities for T&D, opportunities for mentoring, etc.) • Actively listen to ideas employee might have for development, and refocus on whether or not these ideas are realistic and appropriate based on job description • Determine if employee has other professional development / career growth ideas 	<p>Step 6: <u>Encourage frequent interaction by the employee throughout the year to clarify expectations and/or to ask questions and seek feedback</u></p> <ul style="list-style-type: none"> • Use Supplemental Resources as needed: <ul style="list-style-type: none"> - Pre-Review Form - Goals Forms - Development Plans - Conversation Guides • Check with the employee to determine if a PIQ review is necessary; if so, review and update (see PIQ Cover Sheet Instructions on C&C website)