

GENERAL PERFORMANCE REVIEW TIPS

A performance review is designed to facilitate constructive discussion between an employee and their manager to clarify performance objectives, provide performance feedback, identify employee development plans, and serve as a foundation for merit increase decisions.

Positive and Constructive Feedback

As you are completing an employee review, and providing constructive feedback, be sure to also praise the person in areas where they did excel. We do not want the only written comments to be about areas where their performance will be targeted for development.

One of our key functions as managers is addressing performance issues, however, the person should not hear about an issue for the very first time at formal performance evaluation. There should be an ongoing, timely dialog with individuals throughout the course of the year in order to address any underperformance. If you believe you will need assistance with a difficult conversation, please come to HR and let us know. We will be glad to work alongside you.

When you are sharing peer review comments, by either writing them down or sharing them orally, avoid sharing the comments word for word. Instead, summarize comments in a way that retains the peer reviewer's original intent.

Professional and Honest Feedback

Part of a manager's responsibility is to provide reviews that accurately represent the performance of the person. There can be difficult conversations that occur during reviews. It is the manager's responsibility to provide professional, honest feedback. We will not be able to help the professional development of those who report to us, if we only offer praise, and do not set clear expectations and offer constructive commentary. Discussion of this nature can feel awkward or even confrontational. It may seem easier in the short-run to simply avoid it, but the long run negative impacts are substantial to the person and to your team.

Career Development and Talent Retention

Managers also hold a responsibility to assist their people with career development. As we think about setting goals during the review process, we need to consider the individuals that report to us and their long-range career aspirations. Coming alongside them to consider outside training or potential internal opportunities for them to learn another area of the company should be discussed. If we want to retain talented people, investing in them and their career goals are essential.