



# PERFORMANCE REVIEW

## SUPERVISOR TIPS & HINTS

- ☐ Familiarize yourself with the evaluation in My Perform and relevant policies.
- ☐ Let the employee know that the performance review is a tool for employee development improving performance and not a tool for reduction in force.
- ☐ Ask the employee to complete the self-assessment prior to completing your evaluation and meeting with the employee.
- ☐ Plan your discussion in detail; be ready to justify ratings.
- ☐ Focus on employee's job performance.
- ☐ Don't talk about employee's illnesses, disabilities, health, or personal problems; don't make reference to FMLA absences.
- ☐ Do focus on on-the-job behaviors and how performance affects others.  
Example: "employee needs to plan work more effectively to minimize the impact of absences."
- ☐ Avoid trigger words and absolutes, such as "always", "sometimes", "never."
- ☐ Avoid the "cookie cutter effect" (giving a group of employees the same rating)
- ☐ Avoid the "halo effect" and the "horns effect" (over-rating a favorite employee or an employee whose previous ratings have been favorable; or rating an employee lower than actual job performance warrants).
- ☐ To avoid the "recency error" (letting a recent example of good performance or a bad performance unduly influence your rating), use Journal Entries to document the employee's performance throughout the year. Review and refer to this information when completing your evaluation.
- ☐ If there are disciplinary issues with an employee, review process with Human Resources before proceeding with the performance review. The performance review may not be the appropriate tool for addressing the issue.