



# PERFORMANCE REVIEW

## MANAGER TIPS & HINTS

- Familiarize yourself with the performance review forms 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 do a self-assessment in advance.
- 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).
- Avoid the "recency error" (letting a recent example of good performance or a bad performance unduly influence your rating).
- If there are disciplinary issues with an employee, review process with your [HR Business Partner](#) before proceeding with the performance review. The performance review may not be the appropriate tool for addressing the issue.