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A **best practice guide** to

providing **performance feedback**

Providing meaningful feedback to employees is a critical step in the management process. The ability to give honest and specific feedback is one of the most important attributes of a successful manager. We have created some guidelines to help you in your review discussions with employees.

**Formal Performance Review**

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| **Do** | **Don’t** |
| * Determine the indicators of performance for the position well in advance. | * Don’t rush through a review. Carefully rate each indicator so as to reflect the individuals’ performance. |
| * Prepare adequately for the performance discussion, including drafting out notes on examples of things that demonstrate good performance and/or things that need to be improved upon. | * Don’t go solely by memory. Base the review on accurate info. This often means keeping notes throughout the year. Seek input from “client” departments. |
| * Keep a log so that you have a perspective on the employee’s performance over the whole year. | * Don’t look at just the most recent months/events when drafting the review. |
| * Use this time to recognize and give positive feedback for achievements, solid performance and success with unplanned projects, etc. | * Don’t focus only on the positive; instead use this opportunity to also identify areas where skills and knowledge need to develop as well |
| * Identify specific ways that you as the supervisor can help the employee to be stronger in his/her role. | * Don’t overrate a poor performer as a motivational tool. Provide truthful information about performance. |
| * Focus discussion on areas where improvement and/or development will be most beneficial – usually limited to about three topics | * Don’t elaborate on too many areas for improvement so that it ends up being impossible to achieve. |
| * Avoid the “halo” or “horns” effect. Just because an employee performs well in one area does not mean that he/she performs well in all areas and vice versa. | * Don’t base current performance on past performance. Look at the actual indicators of performance for the time period being reviewed. |
| * Schedule the review specifically and let the employee know that this is the annual review | * Don’t conduct a formal review in an informal mode; don’t cancel/reschedule once the review date has been set; and don’t allow the meeting to be interrupted once begun. |