THE CONTINUOUS PERFORMANCE APPRAISAL

A MODEL SUPERVISOR/EMPLOYEE

PERFORMANCE REVIEW AND FEEDBACK PROCESS

This model performance review and feedback process is one that you should consider implementing in your organization for supervisors to follow. While this process takes more time than you may be used to, you should view it as an investment in the employee that can result in improved performance and productivity. The process emphasizes communication, planning & goal setting, coaching, employee development, and “customer” feedback. We recommend that you:

1. Make working copies of forms and other materials to prepare for the performance review:
   • Make a copy of the blank review form, the prior period review form, and any performance goals and objectives that have been established for the employee during the prior evaluation period.
   • Make one set for yourself, one set for the employee.
   • If you don’t make a copy of the full review from the prior period for the employee, you should make and include copies of prior period performance goals and objectives.

2. Meet briefly with the employee/direct report to:
   • Schedule a time for the official performance review session.
   • Ask for names of “customers” s/he would like you to get feedback from. By "customers," we mean those people internal and external to the organization who work and interact professionally with the employee, and who can give meaningful feedback concerning his/her performance.
   • Share the names of other "customers" you will be speaking with to get input on the employee’s performance.
   • Give the employee a blank copy of the review form, along with the last completed review and/or prior period goals and objectives, and ask the employee to do a self-assessment in preparation for the official meeting.

3. Complete a first draft of the review form on your own:
   • Consult with internal and external “customers” from your list and employee’s list.
   • Consult with Human Resources regarding questions and pertinent feedback – be sure to consult with HR if you have concerns about how to address performance problems.
   • Consult your records and other documentation you have kept concerning the individual’s performance.
   • Complete a first draft of the review, including your ideas for new performance goals, and employee development needs.

4. Meet with your supervisor to get his/her input as appropriate, and to go over your draft of the completed form:
   • You want to be sure that your boss supports your assessment, positive or negative, particularly if there are performance problems that need to be addressed.

5. Meet with employee to discuss the draft performance review:
   • Your goal in the meeting is to help the employee to be successful, and to grow in his/her job. Be
sure that you focus on listening, providing constructive feedback, and coaching.

- The meeting should be in a comfortable setting, and should emphasize dialogue and feedback, planning, employee development & resource needs.
- Compare your comments with those of the employee when you have asked him/her to do a self-assessment; discuss where there are differences.
- Spend adequate time on performance planning and goal setting for the future, including any professional and career development needs.
- Focus on the question, “what can we do together to help improve your performance and the performance of the work group and organization?”
- Remember - you have two ears and one mouth. Listen at least twice as much as you talk – preferably even more listening than that.

6. Prepare the final draft of the performance review form, based on your meeting:
   - After the performance review meeting, make indicated/needed changes or additions to final review form, incorporating employee’s comments as appropriate.
   - Discuss changes with your supervisor or human resources if necessary.

7. Meet with the employee for final review and signature:
   - Give employee an opportunity at this time (or even overnight if s/he would like more time), to make any additional comments in writing to be incorporated into the review as appropriate.
   - Have the employee sign the original copy of the final review form.

8. Route for proper review, approval, and signatures within the organization:
   - Be sure that appropriate confidentiality is maintained in circulating the completed form.

9. Give or send original signature copy to Human Resources to be filed in the employment files.
   - Retain a reference copy for yourself.
   - Check your personnel policies regarding providing copies of the review to the employee; we advise that a copy be provided to the employee.
   - If your policy is NOT to give the employee a copy of the review, ask that HR provide employee with AT LEAST a copy of the performance goals and objectives that you set for the coming period.

10. Provide continuous coaching, feedback, and performance management to your employees:
    - Monitor and give regular feedback on employee performance on a regular basis – facilitate their path to success. This is the key to successful performance management and improvement.
    - Pay particular attention to providing coaching and feedback on performance objectives; provide on-going feedback, coaching, re-direction etc. as appropriate.
    - Revise, add, or delete performance objectives as needed on an on-going basis.
    - Ask the employee to give you regular progress reports on the goals and objectives s/he is accountable for.
    - Keep a record of performance, positive and negative, so you can give accurate feedback.

As a supervisor, your most important job is to help your employees to be successful

**COACHING IS THE KEY**