

Performance Review Tips

- Maintain a record for each employee including accomplishments, awards, counseling forms, trouble areas that have been discussed, suggestions for improvement, training, notes of appreciation, etc.
- Rate individuals on their consistent behavior and actions, rather than one-time incidents.
- Base ratings upon events and behaviors over the last review period, rather than recent events only.
- Rate the employee's performance, not their "attitude". Support your ratings by using specific examples on the comment lines.
- Do not give surprise comments in the review.
- Give honest, factual, objective and specific feedback based on **your** observations.
- Be helpful by giving suggestions on how to be more successful/effective.
- Leave out issues that have already been resolved.
- Your feedback should motivate the employee to want to improve.
- Include improvement made by the employee.
- Avoid topics with potential legal liability, such as race, color, creed, religion, gender, sexual orientation, age, family status, national or ethnic origin, disabilities, workers' compensation injuries, leaves of absence, military service, etc.

Common Evaluation Rating Errors

HALO/HORN EFFECT

The tendency to rate a person good or bad on all characteristics based on an experience or knowledge involving only one situation or in comparison with others rather than against the standards of the job.

LENIENCY TENDENCY

A tendency toward evaluating all persons as outstanding and to give inflated ratings rather than true assessments of performance.

STRICTNESS TENDENCY

The opposite of the leniency tendency; that is, a bias toward rating all persons at the low end of the scale and a tendency to be overly demanding or critical.

AVERAGE TENDENCY

A tendency to evaluate every person as average regardless of major differences in performance.

REGENCY ERROR

The tendency of minor events that have happened recently to have more influence on the rating than major events of many months ago. Reviewing behavior of the last 2-3 months rather than the entire 12 months.

PROJECTION

Because someone reminds you of yourself, you project or see them doing the job the way you would. You don't see, or excuse the poor performance, for justifiable reasons. Sometimes they remind you of someone else and you project upon them the behavior you attribute to the other person. They are either poorly evaluated, or receive higher than deserved evaluations based upon projections rather than actual performance.

STEREOTYPING

Evaluating in a certain way because of apparent membership in a particular category of people.

ACCURACY OF RECALL

A dependence on your memory of the event or performance rather than documenting it.

FAVORITISM

Displaying partiality to one or more staff members.