PREPARE FOR THE ANNUAL PERFORMANCE EVALUATION:

- Clarify expectations for the employee (a job description with a listing of duties and responsibilities).
- Make the employee aware of performance standards, objectives, expectations and specific areas of accountability.
- Review actual work performance in relation to the performance plan, objectives and outcomes.
- Provide ongoing feedback on performance. Performance should be a normal part of the day-to-day relationship between a supervisor and employee. If an employee is given ongoing feedback, then the annual appraisal should contain no surprises.
- As soon as a performance problem is observed, openly problem-solve with the employee to try to determine the cause of the problem and corrective action.
- Keep a regular record of all unusual behavior.

PERFORMANCE REVIEW MEETING:

- Complete a draft of the Performance Appraisal Form or Narrative Form.
- Encourage the employee to prepare for the meeting.
- Both the evaluating supervisor and the employee should understand the purpose of the appraisal process.
- Schedule the appraisal meeting several days in advance.
- Put the employee at ease at the beginning of the appraisal meeting.
- Allow the employee to engage in self-evaluation.
Review the written appraisal with the employee, stating both standards and/or objectives met or not met.

Emphasize work behaviors rather than personal traits.

Provide positive feedback as well as negative feedback.

Use specific examples to illustrate employee’s accomplishments.

Ask probing questions to seek clarification of misunderstandings or views that differ. This gives the employee an opportunity to discuss items of interest or concern.

Allow the employee to summarize the interview in his or her own words.

Work with the employee on a developmental plan.

Close the performance review meeting:
   - Summarize the key issues that were discussed and seek agreement and/or clarification.
   - Give positive feedback to the employee for his/her active participation in the review meeting.
   - Reinforce your commitment and the employee’s commitment to future plans, as discussed.
   - Explain the next step in the performance process.
   - End the meeting in a positive, friendly manner.