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MANAGER  
SUPPLEMENT

**IMPACT**

April - June 2019

## Management Skills: Performance Reviews

One of the most important skills to being a good manager is knowing how and when to provide honest feedback to your subordinates in a productive way. They need to know where they're meeting the goals you've set for them and the areas that they need to improve. A performance review is the perfect time to outline their past successes and the future expectations you have for them. Here's what you need to know to conduct a performance review that will provide results.



### Be Prepared

Before you can begin any review process, you need to be familiar with the work history of your subordinates.

- Review any records and project notes related to each employee.
- Make note of what successes they each created in the workplace.
- Record any areas where improvement can be made.

- Set an appointment time for each employee to have a private, uninterrupted review meeting.
- Give each employee questions to consider in advance related to their achievements, professional goals, and any roadblocks that they need to overcome.

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### Be Happier

The Claremont Positivity Center is an online resource that incorporates Positive Psychology and mindfulness self-help techniques to improve employee well-being in the workplace and beyond.

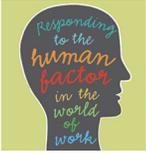


[Visit the Positivity Center](#)

**Positivity  
Center**

**A Message to Managers from Claremont EAP** Often, the employee who needs their Employee Assistance Program the most doesn't think to call for assistance. A manager's referral to the EAP can be an effective strategy for improving an employee's effectiveness, productivity, motivation and morale. A referral to the EAP can also decrease absenteeism, reduce turnover, foster acceptance of change and reduce stress.

For confidential help, call: **800-834-3773** or visit: [www.claremonteap.com](http://www.claremonteap.com)



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## The Meeting

Be sure that each meeting is private and set up in a place and time where you can be without interruption. Giving your employees your undivided attention reveals how committed you are to supporting them in the workplace.

- Explain the importance of the performance review process.
- Help the employee be at ease by having a general, casual discussion before starting the review.
- Always use specific examples from the employee's performance to support discussions of behavior.
- Don't just give a 1-5 ranking of performance. Support each ranking with details related to the employee's performance.
- Discuss short-term and long-term goals for employee development and improvement.

## Closing the Meeting

- Remind each employee of your commitment to help him or her succeed.
- Make sure the employee understands what you've said. Answer any questions they might have.
- Have the employee sign off on the performance goals for the next review period.
- Always end on a positive note that reinforces the value the employee brings to the workplace.

## Post-Meeting Goals

- Make a summary of your meeting for the employee's records. Have the employee review what you've prepared.
- Don't hesitate to fill out any paperwork or create any reports. Your memory of the meeting will fade over time and crucial details might be lost.
- If you made promises or commitments, keep them. Don't let poor organization keep you from meeting your own goals as a manager.
- Check in with your subordinates on the effectiveness of the review process and any areas where they want further improvement to aid in their own workplace effectiveness.

## Tips for Being a Good Reviewer

- Always be supportive.
- Actively listen and respond to what's being said.
- Be willing to take criticism and accept suggestions for improvement.
- Avoid asking questions that are inappropriate and unnecessary for the review.
- Try to encourage discussion by avoiding questions with simple yes or no answers.

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