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## EMPLOYEE REVIEW & GUIDE

### **Included:**

Overview

Dos and Don'ts Checklist

Sample Employee Review

## 1. Overview

Employees are some of the most valuable resources that a company has, and can contribute substantially to the success of a business. Conversely, poor employee performance or behavior can lead to a decrease in product quality, customer satisfaction, and commercial success. Managing employee work is essential to a company's growth and longevity.

An employee review is a snapshot in time, and provides an objective record of the quality and quantity of work done over a specific period. This allows executives and managers to plan projects and set expectations, and to encourage employee investment in their own and the organization's success.

Many employers put off reviews, viewing them as inconvenient and time-consuming distractions from "real" work. However, although it can be bothersome and uncomfortable to provide feedback to an employee, problems do not always resolve themselves: early identification will increase the odds that changes will be made and job performance will improve. A clear explanation of the issues will minimize confusion, misunderstanding, and error, and will reiterate both your company's expectations and the consequences of not rising to organizational standards. On the positive side, you will be able to track your employees' successes, and reward those who consistently go above and beyond the responsibilities of their job. Even good performance can be improved, and regular supportive feedback can encourage this to happen.

## 2. Dos & Don'ts Checklist

- Keep performance standards as objective as possible, and look for measurable, verifiable, equitable, and understandable means of reviewing your employees. You are not measuring the employee's personality – you are measuring their level of performance. Focus on criteria like their absenteeism rate, the number of projects completed successfully, or the number of customer complaints/compliments.
- Effective supervisors are those who address staff performance throughout the year. Problems should be addressed immediately and praise should be given when it is earned. A performance review should not hold any surprises for the employee.
- Be as specific as possible in your written descriptions of performance successes and failures, and in explaining your suggestions for future changes or development. Vagueness doesn't provide an employee with feedback, and doesn't allow many opportunities for improvement.
- In drafting comments for an employee review, remember that language should be professional and courteous, even when negative feedback is provided. Take this same approach to your face-to-face discussion – you are having a business conversation and the tone and content of your meeting should reflect that.
- Set a time for the meeting well in advance. It's important for both you and the employee to organize information about the employee's strengths and weaknesses.

- Discuss the review with your employee and make sure he or she understands what is meant by each rating and comment. Ask the employee to sign a copy of the document, acknowledging that it was received. If he or she refuses, have a witness sign indicating that he or she witnessed that refusal.
  
- Make several copies of the review, and give one to the employee at the end of the discussion. Place an additional copy in that employee's personnel file.

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# Form Sample

**[COMPANY NAME]**  
**Employee Performance Review**

**EMPLOYEE INFORMATION**

Name:

Employee ID:

Title:

Date:

Department:

Supervisor:

Appraisal Period

From

to

**Excellent**

**Good**

**Satisfactory**

**Fair**

**Poor**

**Job Knowledge/Skills:** Evaluation of demonstrated knowledge and skills, including familiarity with policies, procedures, resources and laws. Consider efforts to keep up with changes in those areas.

**COMMENTS:**

**Excellent**

**Good**

**Satisfactory**

**Work Results:** Evaluation of ability to meet goals, expectations, quality standards, quantity standards, and deadlines.