



Employee Reviews

Employee reviews are often dreaded by both, the supervisor and the employee. Review meetings can be great sources of anxiety as the employee fears what will be said, and the supervisor dreads a possible difficult conversation. These feelings can be avoided with these recommended steps.

When leading a group of employees, remember to praise and correct immediately. Waiting until the review will create a hostile environment and not lead to desired changes.

Documentation of Employee's Behavior

An accurate review should reflect an employee's behavior over the past year, not just the past few months. Most of us struggle to remember what we ate for dinner last week, let alone what our employees did in a year. We recommend creating an employee log. Do not write down everything your employee does right or wrong on the log, this would consume your time and could seem intrusive and petty to the employee.

Instead, when something stands out, a comment from a happy customer or a complaint from an unhappy one, log those. This will help you organize your thoughts and reflect on the entire year.

A word of caution on customer complaints, always weight them against what you know about your employee, not all customer complaints are legitimate.

Approaches to Employee Reviews

The most effective employee reviews are reviews which function as goal setting, creating a path for career development. One week prior to the review, have your employee fill out a review form on themselves. During the review compare notes, 9 times out of 10, your employee will be harder on themselves than you would ever be.

When creating the review, consider making it objective based. This is a format which focuses on creating goals with the employees which are designed to help them advance their career. In addition to rating their overall performance, you rate them on their success of meeting the set goals. This format encourages growth.

Goals must be set with the employee and agreed upon by both, along with the goals, the employee needs to provide the steps he/she thinks are required to achieve the goal in the specified time. Your job here is to ensure that the goals and the steps to achieve them are realistic.



Time Frame

While reviews are seen more as an annual event where the employee's salary is also updated, you may set shorter terms for the reviews, for example every 6 months. Whether these periods are employee-anniversary based or calendar year based is up to you and your company policy.

If you elect to have more than one review period in a year, consider calling the mid-term an "evaluation" rather than a "review". Evaluation does not have a connotation that the employee's salary will be impacted, rather, it is more of a check point to determine if adjustments are required to achieve the goals.

Location

Choose neutral ground to conduct the review, avoid your office if possible. When you are seated behind your desk you are sending the message that you are the BOSS and are NOT approachable, you may not think so, but that is how it is viewed more often than not. Use a conference room instead.

Recommended Format

The recommended format can be found in file "Employee Review Form.pdf"