



Human Capital Strategies LLC

Competency-Based Talent Management Solutions



REVIEWING PERFORMANCE Sending the right messages

The performance review represents an opportunity for managers to recognize and reward employees for their accomplishments, and constructively discuss the actions they need to take to become more successful in the future. However, unclear performance expectations or an invalid review can lead to a challenging review for the manager, and frustration and dissatisfaction for the employee.

REVIEWING PERFORMANCE is designed to support your managers by building the skills and knowledge they need to:

- Prepare complete, balanced and valid performance reviews.
- Provide feedback and rewards that send the right message – make high performers feel special and low achievers motivated to improve.

Managers learn how to:

- Assess employee performance using well-defined performance standards.
- Hold people accountable by assigning ratings and rewards that
 - Reflect the employee's actual level of performance on challenging goals and
 - Differentiate meaningfully between high performers and underachievers.
- Avoid common pitfalls in the assessment process.
- Conduct an effective review discussion
 - Provide candid, constructive feedback and
 - Use dialogue to explore opportunities for improvement.
- Complete a fair, balanced and valid appraisal
 - Prepare objective, concise and accurate comments on goals and
 - Draft a succinct, representative summary of overall performance.

REVIEWING PERFORMANCE is available as a self-study guide or action-oriented training module that can be facilitated by our staff or yours with the available facilitator's guide. The study guide and training module are fully customizable to build on a company's existing process.