

THE GEORGE
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Performance Management

*Writing Effective Performance
Reviews*



Writing Effective Reviews

- **Major Keys to Success**

- Focus on balance
 - Successes and challenges
- Prioritize future growth
 - Identify ways to improve and develop
- Be objective
 - Use facts to support statements, avoid being judgmental



PM is Ongoing

Performance Management is an ongoing, iterative process. There is no beginning or end.



Performance Checkpoints

Goal Setting

- Benefits
 - Ensures objectivity
 - Serves as road map
 - Identifies results that need to be achieved
 - Outlines actions required to achieve results



Goal Cascade

GW Strategic Plan



School/Division



Department/Team



Individual



SMART Goals

S – Specific	Be clear about exactly what you want to accomplish.
M – Measurable	Have a quantifiable way of tracking your progress from start to finish.
A – Attainable	Goals must be realistic; goals should give people something to stretch for, but they should not be out of reach.
R – Relevant	Goals should be consistent with the vision and mission of the organization.
T – Time-bound	Your goals must have deadlines, milestones and/or timelines.

Being Objective

Incorrect	Correct
“Mark doesn’t know how to process orders.”	“Mark processed 10% of his customers’ orders late.”
“Jennifer doesn’t seem to care about the team.”	“Jennifer declined to participate in the team building activity.”
“Brian is not motivated.”	“Brian missed several key deadlines including...”

Words to Avoid

- Insubordination
- Bad attitude
- Careless
- Unsatisfactory
- Incompetent
- Unable to do something or inability
- Unreliable
- Undependable
- Unprofessional
- Not suited for job

Keep It Simple

Use the One-Two-Three Format

One: Provide an overall statement summarizing performance

- Giving an overarching statement of performance provides the WHAT

Two: Provide a concrete example to support the assessment

- Using specific instances to illustrate your evaluation demonstrates the WHEN / HOW

Three: Provide guidance for the year ahead

- Giving suggestions for how to improve in the future portrays WHERE those skills can go

1. Describe observed behaviors

- Don't interpret the behavior or attribute value to the behavior. Simply describe what you saw.

1. Describe observed behaviors



2. Describe the impact of the behavior

1. Describe observed behaviors



2. Describe the impact of the behavior



3. Communicate your expectations

- This is the MOST important step, and the easiest to forget.

1. Describe observed behaviors



2. Describe the impact of the behavior



3. Communicate your expectations



4. Ask how you can support your employee

Four Step Process for Correcting Behavior

Resources

- ODE website
 - <http://ode.hr.gwu.edu/performance-reviews>
- Using the form tool
 - Step by step guidance
- Additional training
 - “*Making the Most of the Performance Review Process*” webinar

Additional Resources

- ihateperformancereviews.com
- Books
 - Harvard Business Press Pocket Mentor: “Performance Appraisal”
 - 2600 Phrases for Effective Performance Reviews by Paul Falcone

Questions?

<http://ode.hr.gwu.edu/performance-management-process>

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