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.
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

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

<table>
<thead>
<tr>
<th>Incorrect</th>
<th>Correct</th>
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<tbody>
<tr>
<td>“Mark doesn’t know how to process orders.”</td>
<td>“Mark processed 10% of his customers’ orders late.”</td>
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<tr>
<td>“Jennifer doesn’t seem to care about the team.”</td>
<td>“Jennifer declined to participate in the team building activity.”</td>
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<tr>
<td>“Brian is not motivated.”</td>
<td>“Brian missed several key deadlines including...”</td>
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</table>
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.
Four Step Process for Correcting Behavior

1. Describe observed behaviors
2. Describe the impact of the behavior
3. Communicate your expectations
4. Ask how you can support your employee
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

- ihateperformance_reviews.com
- Books
  - 2600 Phrases for Effective Performance Reviews by Paul Falcone
Questions?

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