

DO'S AND DON'TS CHEAT SHEET

The DO'S and DON'TS of Performance Management Assessments

✓ DO'S provide employees with their official job descriptions, anticipated goals, and expected results. Employees need to know their roles and responsibilities and what is expected of them.	✗ DON'T assume that employees will know off the top of their head what is expected of them if they do not have an official job description. This will set them up for failure.
✓ DO'S ask yourself if you have any ill-feelings towards your employees, if they have any personality quirks that irritate or annoy you. Be honest first with yourself and then seek advice and guidance.	✗ DON'T start a performance management appraisal if you feel biased, vengeful, want to somehow “punish” your employees, etc. This could have negative consequences for you and your organization.
✓ DO'S make performance reviews a two-way process. Try to aim at implementing an effective review system, by designing a 360-degree system that involves peer reviews as well as a self-review.	✗ DON'T believe that performance reviews are a one-way, top-down process in which the boss serves as a judge and jury of employees’ behaviour and achievements on the job.
✓ DO'S seek a blind review by a neutral third-party individual to ensure that your assessment has been carried out objectively and impartially. This will hold you accountable for your review, observations, and you will need to justify your position and assessment.	✗ DON'T complete an assessment if you haven’t had a blind reviewer or second reviewer go over the assessment; be ready to modify your global assessment if the second reviewer identifies some biases in your review.
✓ DO'S provide your employees with sufficient advanced notice about when their performance management assessment will take place.	✗ DON'T spring a last-minute performance management assessment notice on your employees.
✓ DO'S provide your employees with sufficient time to course correct if they are exhibiting poor work performance.	✗ DON'T rush to provide a poor performance review if you haven’t provided enough notice to employees to improve.
✓ DO'S seek human resources advisors’ assistance when dealing with underperforming employees.	✗ DON'T try to manage everything yourself, especially if you are dealing with a difficult employee.
✓ DO'S be clear in your feedback to employees on all matters related to their work performance.	✗ DON'T be vague in your feedback to employees or assign arbitrary numerical “grades” with little or no substantiation.

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✓	DO'S investigate any causes that may explain employees' job performance problems.	✗	DON'T assume that people perform poorly for no reason
✓	DO'S attempt at finding a good balance between strengths and areas for improvements.	✗	DON'T draft a polarized or one-sided (all good or all bad) assessment; this could be a sign that you are biased.
✓	DO'S put in place a follow-up action plan at the end of the performance appraisal, whether it was good or bad.	✗	DON'T assume that just because an employee has a mostly positive performance assessment that they will not benefit from a follow-up action plan. Remember that performance reviews are an essential element in any coaching process. Keep it positive and practical.
✓	DO'S keep a paper trail and records of your employees' achievements, goals, and those areas where they may need to improve.	✗	DON'T rely solely on your memory in outlining how well your employees achieved their goals and met your expectations.
✓	DO'S keep your evaluation focused on two things: behaviours and results.	✗	DON'T assess personality traits, as they are internal and subjective— almost impossible to evaluate on a fair basis.
✓	DO'S keep a curious stance, especially when employees try to voice their job dissatisfaction or uneasiness in the workplace.	✗	DON'T take it personally if employees are unhappy in the workplace and retaliate by providing a negative assessment.
✓	DO'S take your time to complete the performance management assessment and make it a meaningful experience. Remember: performance management assessments are like report cards and are meant to bolster, not destroy.	✗	DON'T rush through the performance management assessment as quickly as you can and don't worry about organizational deadlines if it will compromise your review.