

PERFORMANCE REVIEW TOOLKIT

In the last year, **58%** of employees who have resigned from Dominican University have cited their relationship – or lack thereof – with their supervisor was a main factor in what ultimately led to their departure. Performance reviews will allow for a time to check in, create transparency, provide constructive feedback, give praise when needed, or discuss their experience thus far. We can utilize performance reviews as a tool for retention.

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Benefits of Performance Reviews and Appraisals

- Improves performance
- Increases employee engagement
- Helps determine needed training
- Gives opportunity to clarify expectations
- Recognizes valued employees
- Provides documentation
- Addresses areas for improvement

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Things to Keep in Mind When Conducting a Performance Review

- Convey your positive intent
- Describe your observations in specific detail
- State the impact of the behavior or action
- Ask the employee to respond
- Use the right phrases
- Make biases known

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Tips for Next Steps with Your Employee

- Create a culture of ongoing feedback
- Identify patterns
- Make biases known
- Check in with HR if you find the problems persist
- Take time to give praise when it's due
- Remember, as a supervisor, we are in a position to assist with development.

DID YOU KNOW?

Employee engagement is **three times** more likely to occur when team members are given consistent feedback. Almost **one-third** of employees receive feedback once every three or four months. Companies that provide regular feedback report **14.9%** lower turnover rates than those who don't provide feedback at all.

Communication is Key

Performance reviews often inspire dread from both employee and employer. Instead of making the conversation a one way street of critique on performance. Try to open the discussion and be explicitly clear about the reason we're holding them. With that, when giving constructive feedback or praise, be specific about the instances that are being discussed.

*We're conducting these performance reviews to highlight our peeks and pitfalls and **realign ourselves with the strategic plan...***

What do you think may be missing from this review that we can discuss?

*For this event, you really went **above and beyond** when you....*

*I want to have **regular check ins** on your progress on this.*

*I want to make sure this is a **discussion**, so we can pause to make sure both of our input is included.*

*I'm seeing some struggles in this area of your work. **For example...***

We are not conducting these reviews in anticipation of restructures that will result in a negative impact. Better yet, we want to address gaps that have been longstanding. Take this time to listen to your employee and their experiences. Take in their thoughts as you provide feedback.