

The necessity of conducting fair, accurate, timely, etc. performance reviews cannot be overstated. Performance reviews, which do not follow the above guidelines, serve neither the employee nor the college and could create a legal liability for the college with the EEOC, or in a court of law, etc.

SPECIFIC PURPOSES FOR PERFORMANCE REVIEWS

A carefully planned performance review system serves many purposes that benefit both the college and the employee. Specifically, the performance review should:

- Serve as an instrument for the supervisor to give feedback to the employee on work performance.
- Serve as an instrument to allow the employee to evaluate his/her own work performance.
- Serve as an aid in improving communication regarding work performance and expectations between the employee and the supervisor.
- Serve as an instrument for the supervisor and employee to establish specific goals and goals.
- Serve as a motivation for improved employee performance.
- Serve as an aid in identifying professional development/training needs.
- Serve as a source of information for applicable administrative decisions, such as promotion and continued employment.
- Serve as a source of documentation impacting legal decisions involving external agencies, such as the EEOC, court, etc.

Because the impact of any one of these listed purposes can have a major effect on the work performance and morale of employees, as a well as significant liability for the college, the necessity of conducting meaningful, effective and legal performance reviews cannot be overstated.

PERFORMANCE REVIEW AS AN ON-GOING PROCESS

Although this information focuses on the "formal" performance review, the actual process of appraising performance should be part of day-to-day communication between the supervisor and the employee. The College advocates that supervisors practice the One Minute Manager™ (OMM) principles by Dr. Ken Blanchard. The formal performance review should be a culmination of many documented OMM cycles. See page 11, Performance Review Process (OMM) principles by Dr. Ken Blanchard. The formal performance review should be a culmination of many documented OMM cycles. See page 11, Performance Review Process Diagram,