

# Auditing Your Performance Review Program

If you think it's important to add one of the points below to your performance appraisal policy, write down the name of the person you should speak to about making the change under Coordinator, or make plans to pursue the matter on your own by filling in a deadline under Investigate. If you want to consider changing or eliminating one of your own policy points, but not right now, put an appropriate date to do so under Future Action.

	OK For Now	Investigate (Deadline)	Coordinator	Future Action (Date)
Do you review all of your job descriptions and performance standards every year to make sure employees have the training, equipment, and time to do the jobs for which they are being evaluated?				
Do all performance appraisals follow the schedule described in your employee handbook and company policy manual? If appraisals have not taken place as planned, can you explain why?				
Are supervisors familiar with the job duties and actual performance of the employees they are rating?				
Do you clarify the differences between objective and subjective ratings, comments, and goals, before supervisors even sit down to write a performance appraisal?				

**OK  
For Now**

**Investigate  
(Deadline)**

**Coordinator**

**Future Action  
(Date)**

Have you gone over the appraisal form with an employee if he/she has a disability, to make sure he/she understands the process? Have you confirmed the time and date of the appraisal to enable him/her to make special accommodations?

Do supervisors get up-to-date training at least once a year on how to evaluate performance?

Do you discuss with supervisors the danger of using performance appraisals as a retaliatory weapon? Do you look for personal attacks and other clues when you review the appraisals they write?

Do you require supervisors to explain sudden drops in performance appraisal ratings?

Do supervisors understand how a lowered performance rating can trigger a discrimination suit, and to prevent it from happening?

Have you discussed with supervisors the type of statements made in a performance appraisal that might be considered defamatory?

Do you have a system in place to make sure employees who do not meet standards are given goals to correct the deficiencies within a specified time period?

**OK  
For Now**

**Investigate  
(Deadline)**

**Coordinator**

**Future Action  
(Date)**

Do you give employees who challenge their appraisals a hearing with a higher-level manager?

Do supervisors understand the confidentiality process and why the results of performance appraisals should be given only to those with a need-to-know?

Is there an appeals process for employees who are not satisfied with their ratings?

Do you keep all employee performance appraisals in a locked file, accessible only to those with a need-to-know?

Do you separate documents that discuss delicate subjects such as theft, drugs, or alcohol, in a secure file away from the employee's regular performance appraisal file?



Do you evaluate supervisors on their skills in conducting performance appraisals? If you identify those who use subjective factors or defamatory terms, do you require them to undergo extra training?

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for you *today*.**

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