

Performance review can be an ongoing process through supervision case review, documentation review, job shadowing and other tools. When these strategies are implemented effectively, nothing in the yearly performance review will come as a surprise. In fact, the yearly performance review can become a springboard for setting personal and professional goals for the coming year.

When a family support professional isn't performing as you'd expect, consider these possible reasons why:

- They don't know what they're supposed to do.
- They don't know how to do it.
- There are obstacles beyond their control.
- They are the wrong person for the job.
- They don't know why they are supposed to do it.
- If they do it, they'll end up with more to do.
- If they don't do it, someone else will do it for them.
- There is no negative or positive consequence to them for doing it.
- They don't think it will work.
- They think their way is better.
- They think something else is more important.
- They think they are doing it and no one has told them they aren't.
- They have personal problems.

Best practices for managing underperforming staff:

- Diagnose the problem.
- Let them know you are on their side.
- Document everything.
- Know when it's time to make a tough decision.
- Create realistic performance expectations.

Recognizing and rewarding employees:

- Individualize rewards.
- Nurture self-esteem.
- Say "thank you" frequently.
- Involve employees in designing a recognition program.
- Reward everyone who meets the criteria.
- Foster intrinsic rewards.
- Reward what you want to encourage.

Tips for giving effective feedback:

- Make it specific, issue-focused and based on observations, not interpretations.
- Be clear and direct.
- Be sincere and show that you care.
- When giving positive feedback, express appreciation but be specific with praise.
- When giving negative feedback, express concern rather than anger, frustration, or disappointment.
- Give feedback in person.
- Explore solutions.
- Recognize the limits of your knowledge and expertise.



Resources

Chapter 1: Welcome

Chapter 2: The Annual Performance Review

- Honk if You Love Performance Appraisals - [Video](#) and [Transcript](#)
- Why People Don't Perform - [Handout](#)
 - Video Examples - [Transcripts](#)
- Best Practices for Managing Underperforming Staff - [Video](#)
- Competencies and Task Analyses for Family Support Workers - [Resource Handout](#)

Chapter 3: Giving Effective Feedback

- Giving Effective Feedback, The New York Times - [Reading Assignment](#)
- Feedback Research Crossword Puzzle Answer Key – [Resource Handout](#)
- Tips for Giving Constructive Feedback – [Handout](#)
- Constructive Feedback in Action – [Handout](#)
- Considerations for the Art of Giving Feedback – [Handout](#)
- Feedback Matching Game Answer Key – [Resource Handout](#)
- 6 Ways to Give Feedback Others will Welcome – [Resource Handout](#)
- 10 Smart Rules for Giving Negative Feedback - [Resource Handout](#)

Chapter 4: Recognizing and Rewarding Employees

- 10 Guidelines for Recognizing and Rewarding Employees – [Handout](#)
- Low-Cost Ways to Reward Employees - [Video](#)
- Comic Relief - Video and [Transcript](#)
- Elements of Employee Recognition Letters – [Handout](#)
- 30 Ways to Say Great Job – [Resource Handout](#)
- 5 Times You Shouldn't Say Thank You - [Resource Handout](#)