

where improvement is needed, knowledge, skills, or abilities that must be developed to result in the improvement.

There should also be an area to document development activities/assignments (these are the planned activities for addressing the areas of need) and finally, projected implementation/completion dates. Verify both the manager and the employee sign and date days of discussion.

**Step 5 - Organization, timing, frequency and scope** Organization of the aforementioned documents and forms is easy. To make management of this process even easier, visit your neighborhood office supply store and purchase a six-sided classification folder (Globe-Weis Part #PU561GRE). The folder provides ample space for all individual employee documents and forms.

**A recommended format layout of all documents is listed as follows:**

- Flap 1 - Employee Performance Review and a formal Performance Planner Form
- Flap 2 - Performance Expectations - current and yearly (This should be there when you hire new employees also)
- Flap 3 - Calendar showing attendance history - yearly
- Flap 4 - Communication log forms
- Flap 5 - Documentation defining company goals and objectives
- Flap 6 - Letters of Recognition, Awards, Certificates, Etc.

*Timing the process* begins once the decision is made by executive management to amend its current performance management strategy. Once the first drafts are completed, the assigned management team reviews and approves or rejects all documents prior to implementation.

Upon completing all forms, it's now time to roll out the new Performance Management Plan. For newly hired employees, it is recommended performance expectations, communication log forms and company goals be communicated during the first few week of employment.

Doing this will eliminate any concerns the employees may have about their role and job responsibilities. Once an employee is hired and depending on the job and scope of work, employee performance reviews should be completed at least every six months.

For employees currently employed with the organization, the new plan can be phased in with scheduled semi-annual employee performance reviews. With regard to the scope of implementation, once the documents are completed they can simply be reproduced for distribution throughout the company. Depending on the size of the organization, specific performance expectations can be modified to match specific criteria within different departments.

# Writing Performance Documentation

**Albert A Gayle**



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