



## Performance Reviews: Best Practices

Safety responsibilities should be measured similarly to other job requirements. Establish a system which holds managers, supervisors, and employees accountable for the safety activities they are required to perform. If your company has performance reviews, a portion of the review should be dedicated to safety. The safety portion of the review should be based on objective measurements and subjective feedback.

Supervisors are the key to safety success. If they are assigned specific safety responsibilities and then held accountable for them, safety will become an integral part of everyday operations. Safety awareness among all employees will also be enhanced. In time, safe behavior will eventually develop into a habit. This creates a positive attitude toward safety and ultimately results in a safer work environment and reduced losses.

The information included in this publication is designed to give you an idea of how you can develop effective performance reviews. You should also contact your legal counsel or human resources professional to assist you in this process.

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> Safety

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This publication provides practical loss control and safety information to assist you in making your workplace safer. It is not legal advice. SAIF Corporation has made every effort to bring significant Oregon Occupational Safety and Health Administration (OR-OSHA) regulations to your attention. Nonetheless, compliance with OR-OSHA remains your responsibility. You should read and understand all relevant OR-OSHA regulations that apply to your job site(s). You may want to consult with your own attorney regarding aspects of OR-OSHA that may affect you.

**Note:** The information in this publication is time sensitive. Do not rely upon this document if its publication date is more than three years old. Please check the Employer Guide "Safety" section of our web site at [www.saif.com/employer](http://www.saif.com/employer) for a more recent, printable copy. You'll also find a variety of other valuable safety information designed to help your business prevent injuries and control costs.

## **Safety responsibilities**

Every business is different, but there are certain typical safety responsibilities that should always be defined for managers, supervisors, and employees.

### **Managers**

- Provide a safe and healthful workplace
- Establish a safety policy
- Clearly define safety expectations
- Set a good safety example
- Participate in safety meetings

### **Supervisors**

- Carry out safety program policies
- Provide safety training
- Conduct accident analyses
- Observe employee safety practices and correct unsafe behavior
- Set a good safety example
- Participate in safety meetings

### **Employees**

- Work safely and follow all safety work rules
- Report any unsafe conditions or unsafe work practices
- Set a good safety example
- Participate in safety meetings or add input for safety meetings
- Immediately report any injury

Your accountability system provides a means for establishing safety responsibility on a day-to-day basis. Coaching to reinforce safe work practices shows that safety is as important as every other aspect of the job. If discipline becomes necessary, it must be based on fair and consistent policies and procedures. Performance feedback is a crucial part of daily interactions. The annual performance review should accurately summarize the year-round feedback. In other words, employees should already know how well they are performing all of their job responsibilities by the time of the annual review.

Positive feedback reinforces the desired behavior. The goal of your daily interactions should be to improve performance and improve two-way communication.

## Performance evaluation

Performance evaluations should be completed annually (and more often during a trial service period) for all employees and supervisors/managers. Safety responsibilities should be as integral a component of the performance evaluation as quality and productivity. Some general best practices are as follows:

- Set a schedule for periodic reviews with the employee
- The first overview should occur at the time of hire
- Decide on a method of evaluation and communicate the method to employees
- Ranking criteria and selected standards must be job related
- Employees should be rated against standards which relate to the work they are currently performing
- Supervisors and managers should be able to consistently observe the employee in performing assigned tasks
- Supervisors and managers should all use the same rating criteria
- In order to avoid the potential for unfair treatment, criteria used in rating should not be vague or completely subjective
- All supervisors and managers involved in performance evaluations should understand what the criteria mean and have the interpersonal skills to effectively conduct performance reviews. Performance review training may be necessary for managers and supervisors conducting the reviews.
- Include a policy describing the performance evaluation process in your employee handbook

## Preparation for performance evaluation

Whatever format is used for the evaluation, both the employee and the supervisor/manager should prepare for the evaluation meeting with the following:

- A summary of the progress made on the employee's goals
- A list of safety responsibilities, safety performance results and safety projects and improvements in process.
- Examples of job-related areas demonstrating greatest strengths and identifying areas where additional training is needed
- An outline of job-related tasks in which the employee can participate to improve performance
- A discussion of the goals to be accomplished in time for the next meeting
- A summary of overall employee performance

## Sample employee performance review

Employee name: \_\_\_\_\_

Job title: \_\_\_\_\_

Evaluator:  Supervisor  Manager  Administrator  Other \_\_\_\_\_

Date: \_\_\_\_\_ Review period:  Monthly  Bimonthly  Quarterly  Semiannual  
 Annual  Other

**Directions:** On a scale of 1-5 (5 being excellent, 4 above average, 3 average, 2 below average, and 1 unacceptable) circle the appropriate number.

### Evaluation factors

### Employee rating

#### Dependability

Meets deadlines and is reliable.

5 4 3 2 1

Specific examples:

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#### Judgment

Has the ability to make appropriate decisions in performing job duties and organizes work well.

5 4 3 2 1

Specific examples:

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#### Cooperation

Works well with other employees.

5 4 3 2 1

Specific examples:

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**Evaluation factors**

**Employee rating**

**Initiative**

Goes beyond the call of duty.

5 4 3 2 1

Specific examples:

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**Knowledge/skills**

Ability or aptitude to perform the job.

5 4 3 2 1

Specific examples:

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**Motivation**

Displays positive attitude and enthusiasm.

5 4 3 2 1

Specific examples:

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**Receptivity**

Open to constructive criticism of performance.

5 4 3 2 1

Specific examples:

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**Constructiveness**

Makes valuable and productive suggestions.

5 4 3 2 1

Specific examples:

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Evaluation factors	Employee rating
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**Independence**

Performs work independently.

5 4 3 2 1

Specific examples:

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**Versatility**

Adjusts well to changing job requirements or conditions.

5 4 3 2 1

Specific examples:

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**Performance**

Performs job duties according to company standards.

5 4 3 2 1

Specific examples:

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**Safety performance**

Follows applicable safe work rules and best practices. Avoids unnecessary risks. Corrects unsafe conditions and behaviors.

5 4 3 2 1

Specific examples:

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**Quality of work**

Overall	5	4	3	2	1
Precision/Accuracy	5	4	3	2	1
Completeness	5	4	3	2	1
Neatness	5	4	3	2	1

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**Employee's comments:**

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**Objectives for next evaluation:**

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I have read and discussed this evaluation with my supervisor and understand its contents:

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Employee signature Date

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Supervisor signature Date

## Important considerations

- This material represents a very traditional approach. To receive the greatest contribution from your employees, it is important that you have well defined productivity and performance standards. In addition, you need to make sure all employees clearly understand your expectations in terms of behavior, performance, and results.
- To get the maximum benefit from this process you should look at getting complete feedback. Be sure to include all possible sources such as co-workers, supervisors, managers and customers.

**Remember, performance reviews are intended as a means to “coach,” “mentor” and “support” your employees, not to look for flaws. Many companies have found that specifically linking pay to performance gets desired results.**