Performance Appraisals is one process that serves as a snapshot to document the ongoing collaboration between managers and employees to serve the university effectively. Each employee of Baylor University serves an important role in furthering the mission and vision of the university. In support of Pro Futuris and Judicious Stewardship, employees identify improvements to increase efficiencies, integrate assessment into decision-making, and continue faculty and staff development.

This is an opportunity to reemphasize the University’s values and mission, to gain a mutual understanding, and plan for the future. Managers should use this time to celebrate their employee’s accomplishments, learn from their experiences, clarify expectations, and identify & develop areas of improvement for employees. Pray for the performance appraisal process to be a blessing for both you and the employee.

**Do**

- **BearTastic** Schedule plenty of time
- **BearTastic** Utilize STAR-AR method (situation, task, action, result, alternative action, alternative result).
- **BearTastic** Frame the problem as a developmental opportunity. Emphasize words of encouragement. 1 Peter 3:8-9
- **BearTastic** Own the feedback. Respond calmly to negative reactions. Restate the employee’s comments.
- **BearTastic** Follow up. Be candid, thoughtful, and professional. Utilize definitive transitions to prepare you and the employee.

**Don’t**

- **Not OSO Great** Become defensive or apologetic. An example would be avoiding difficult questions and being afraid to admit mistakes.
- **Not OSO Great** Prevent an employee from provided feedback.
- **Not OSO Great** Use overly negative words, make generalizations or value judgments.
- **Not OSO Great** Make promises in which you are not the sole decision-maker.
- **Not OSO Great** Express dissatisfaction with the performance management system or decisions.

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