

Worksheet: Coordinating Employee Performance Reviews

Performance reviews allow farms to formalize the employee evaluation process. Rather than focus on how an employee managed a particular project, event or situation, plan for the conversation to broadly address overall worker performance during a specified time period.

During a review, you may assess an employee's work performance and adherence to farm expectations. In your farm's employee manual, communicate all measures on which employees will be evaluated in reviews, so they clearly understand how they will be assessed.

In addition to reflecting on the past, reviews create a forum to discuss the future. Take time to request employee perspectives about how to grow the business and invest in employee development. Then, determine how to implement the ideas you feel would be most effective.

Use this checklist as you plan and conduct a farm employee's performance review.

Employee Information

Name: _____

Job title: _____

Review date: _____

Phase 1: Preparation

- Set a schedule for upcoming reviews. Choose times post-busy season to avoid impacting farm operations.
- Inform employee about the review schedule, so he or she knows when to expect reviews.
- Appoint a reviewer. Often, an employee's direct manager conducts the review, but you can also engage a third party if you anticipate the discussion may become hostile.
- Scan the employee's job description, so you're reminded of job-specific expectations.
- Identify subjective measures used to evaluate the employee; examples include attitude, flexibility and work ethic.
- Choose objective measures on which to assess the employee; examples include hours worked, safety incidents recorded, attendance and skills learned.
- Plan questions to guide the review.

Phase 2: Review Day

- Take notes to document the review discussion.
- Share performance-related feedback.
- Cover whether all employee job requirements are being satisfied.
- Discuss ideas for facilitating employee professional growth.
- Collect business opportunity ideas from employee.
- Evaluate the employee's fit with the whole farm team.
- Update employee about upcoming changes in compensation, personnel or work scope.
- Give employee a chance to ask questions.
- Communicate how you will assess performance in the next review period.

Phase 3: Post-Review

- Store review notes in employee file.
- Act on discussion about how to encourage employee professional growth.
- Incorporate employee's business-related feedback as appropriate into the farm's long-term business plan.
- Follow up on questions the employee asked during the review.
- Consider how to provide on-the-spot and other informal feedback to employee before the next scheduled review, so the employee has continued opportunities to learn.
- Seek performance-related input from an employee's colleagues, including coworkers, customers and suppliers, to see a complete picture of performance.

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