P4P WRITING TIPS

Use short words
Use familiar words
Use exact and precise words
Use strong and lively words
Use exact numbers when you can
Know the difference between facts and inference
Describe manager's skills

Writing positive, specific examples and comments

It is important to describe a manager's strengths for two reasons: First, no matter how well a manager performs a job, that manager must always be building on strengths in order to move up to the next level of performance. Second, one of the most basic principles of effective feedback is that it <u>must</u> be balanced. A manager will quickly discount (and discard) one-sided feedback.

When describing the accomplishments, be specific. It should be clear and detailed enough that someone who did not know and had never seen the manager could read what the supervisor wrote and understand exactly what the manager accomplished and the significance of the accomplishment.

Writing developmental needs

Focus on opportunities for improving job performance that are most likely to benefit the County's business results and the individual manager's career growth.

Be as specific as you can in pinpointing the developmental needs. Generalized descriptions of performance improvement opportunities, such as "Needs to improve communication skills," serve no practical purpose. Say exactly which skill needs building: "Needs to improve oral presentation skills, especially in meetings with other managers" or "Needs to improve conflict-management skills, especially in cross-functional team meetings".

DESCRIBE THE SKILLS OF YOUR MANAGERS

Describing performance is a difficult task. The tendency towards repetition and over-generalization are consistently present, but you must resist. These tendencies reduce the impact and importance of the performance appraisal process because managers grow accustomed to the same old catch phrases. For example, "Julie's skills are adequate to her responsibility." Ask yourself how you would interpret this statement if you read it on your performance appraisal document. Specifically describing your managers' skills makes the process more credible. And for the sake of their morale and your leadership, it is evidence to your managers that you took the time to consider them individually How do you feel when someone takes the time to treat you personally? Pretty good?

Examples of Good and Poorly Written Performance Review Statements

Instead of Writing:

"Always does a high quality of work in writing correspondence."

Write:

"Her correspondence is clear, concise, and accurate, well formatted and does not contain grammatical or spelling errors".

Instead of Writing:

"Can always be counted on to manage projects well."

Write:

"On her three major projects this year, x, y, and z, she communicated the goals, revisions, and progress checks to others involved in the projects, and coordinated their assignments so that the projects were completed within budget and ahead of schedule."

Instead of Writing:

"Has excellent people skills in explaining information to the public."

Write:

"This year, six different customers have complimented his willingness to take time to explain complex information thoroughly. In addition, he demonstrates the ability to listen effectively and understand what is being asked, and to answer specific questions succinctly, as well as taking the time to verify whether the other person understands his presentation of the information."

Instead of Writing:

"Needs to work more safely."

Write:

"He has gotten into three accidents this year, each involving mistakes in following procedures with equipment. He must take the time to read the procedures for use of the xyz equipment, and must follow them step-by-step, asking questions if any part is unclear."

Instead of Writing:

"He is not a team player. Sometimes his moods affect his working relationships."

Write:

"He has argued with co-workers on four different occasions this year. On several occasions, he refused to help others in his unit when they asked him for work assistance. In addition, he has refused offers to participate in team meetings or work discussions, when his input was needed to plan or complete a project."

List of Words to Describe Work Activities

acknowledging anticipating analyzing assisting attending being a team member budgeting chairing coaxing collaborating communicating compiling compromising computing conceiving condensing conducting consolidating consulting counseling deciding defining designing

developing

estimating

explaining

extrapolating

disseminating

facilitating following directions following up forecasting formulating guiding identifying influencing informing initiating innovating inquiring inspecting instructing interacting interpreting interviewing leading listening maintaining managing time meeting modeling monitoring motivating negotiating organizing participating

persuading placing planning prioritizing problem-solving programming projecting promoting proposing recognizing recording recruiting researching restating reviewing revising rewarding scheduling selecting sellina standing firm summarizing training updating validating writing

This list can save you a lot of time, but please don't use it alphabetically!

LIST OF POSITIVE ATTRIBUTES

active	industrious	tactful	conventional	ill-natured	seclusive
adaptable	ingenious	thorough	critical	immature	selfish
adventurous	initiating	thoughtful	cynical	impervious	servile
aggressive	insightful	thrifty	.,	impressionable	shabby
alert	intelligent	tolerant	deceitful	imprudent	shaky
ambitious	inventive	trusting	defaulting	impulsive	short-sighted
appreciative		ū	defiant	inaccessible	silent
artistic	kind	unaffected	deficient	inactive	somber
assertive		unassuming	dependent	inadequate	spiteful
awkward	logical	unconventional	detached	inappropriate	static
	loyal	understanding	devious	inattentive	strained
calm		unselfish	dictatorial	incompetent	stressed
capable	mannerly		disconnected	inconsistent	stubborn
cautious	mature	versatile	discourteous	indecisive	submissive
charming	methodical		disillusioned	ineffectual	sulky
cheerful	moderate	warm	disliked	inefficient	superficial
clear-thinking		wholesale	disorderly	inflexible	susceptible
clever	natural	wise	disrespectful	intolerant	suspicious
commonplace		witty	dissatisfied	intimidating	
complicated	obliging			irregular	thoughtless
contingent	optimistic	EVERYTHING ISN'T			timid
conscientious	organized	POSITIVE		lax	tough
considerate	original	accusing	distrustful	lethargic	tricky
contented	outgoing	acquiescent	docile		tumultuous
conventional		aggressive	dogmatic	malicious	turbulent
cooperative	painstaking	aimless	domineering	mediocre	
courageous	patient	alarmist	doubtful	merciless	unambitious
curious	peaceable	ambiguous		misconception	
	unapproachable	ontogonistic	ogotiotical	minintarprototion	unawara
doring	persevering	antagonistic	egotistical	misinterpretation	unaware
daring	persistent	anxious	emotional	misrepresent	uncomfortable
doliborata	nlana	anathatia	onvious	migundorotondina	
deliberate	plans	apathetic	envious	misunderstanding	
	uncommunicative	•		•	undignified
dependable	uncommunicative pleasant	apologetic	excitable	misunderstanding monotonous	undignified
dependable determined	uncommunicative pleasant poised	apologetic apprehensive	excitable exclusive	monotonous	uneven
dependable determined dignified	uncommunicative pleasant poised polished	apologetic apprehensive argumentative	excitable exclusive explosive	monotonous narrow	uneven unfamiliar
dependable determined dignified discreet	uncommunicative pleasant poised polished practical	apologetic apprehensive argumentative austere	excitable exclusive explosive extravagant	monotonous narrow negative	uneven unfamiliar unfavorable
dependable determined dignified	uncommunicative pleasant poised polished practical praising	apologetic apprehensive argumentative austere authoritative	excitable exclusive explosive	monotonous narrow negative negligent	uneven unfamiliar unfavorable unforgiving
dependable determined dignified discreet dominant	uncommunicative pleasant poised polished practical praising precise	apologetic apprehensive argumentative austere	excitable exclusive explosive extravagant extremist	monotonous narrow negative	uneven unfamiliar unfavorable unforgiving unfortunate
dependable determined dignified discreet	uncommunicative pleasant poised polished practical praising	apologetic apprehensive argumentative austere authoritative autocratic	excitable exclusive explosive extravagant	monotonous narrow negative negligent nervous	uneven unfamiliar unfavorable unforgiving unfortunate unhappy
dependable determined dignified discreet dominant easy going efficient	uncommunicative pleasant poised polished practical praising precise progressive	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered	excitable exclusive explosive extravagant extremist farfetched fatalistic	monotonous narrow negative negligent nervous oblivious	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable
dependable determined dignified discreet dominant easy going	uncommunicative pleasant poised polished practical praising precise progressive	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful	monotonous narrow negative negligent nervous oblivious one-sided	uneven unfamiliar unfavorable unforgiving unfortunate unhappy
dependable determined dignified discreet dominant easy going efficient energetic	uncommunicative pleasant poised polished practical praising precise progressive	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant	monotonous narrow negative negligent nervous oblivious one-sided overbearing	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful
dependable determined dignified discreet dominant easy going efficient energetic enterprising	uncommunicative pleasant poised polished practical praising precise progressive	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful	monotonous narrow negative negligent nervous oblivious one-sided	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind
dependable determined dignified discreet dominant easy going efficient energetic enterprising	uncommunicative pleasant poised polished practical praising precise progressive quick quiet	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained unwilling
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle good-natured	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible self-confident sensitive	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish cliquish	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting harassing	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless preoccupied	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle good-natured healthy	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible self-confident sensitive serious	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish cliquish coercive	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting harassing hasty	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless preoccupied pretentious	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained unwilling unyielding
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle good-natured healthy helpful	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible self-confident sensitive serious sharp-witted	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish cliquish coercive concealing	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting harassing hasty haughty	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless preoccupied	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained unwilling unyielding
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle good-natured healthy helpful honest	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible self-confident sensitive serious sharp-witted sincere	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish cliquish coercive concealing condemnatory	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting harassing hasty haughty hostile	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless preoccupied pretentious procrastinator	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained unwilling unyielding vague verbose
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle good-natured healthy helpful	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible self-confident sensitive serious sharp-witted sincere sociable	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish cliquish coercive concealing condemnatory conformist	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting harassing hasty haughty hostile hurt	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless preoccupied pretentious procrastinator	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained unwilling unyielding
dependable determined dignified discreet dominant easy going efficient energetic enterprising enthusiastic fair-minded forceful foresighted formal frank friendly generous gentle good-natured healthy helpful honest	uncommunicative pleasant poised polished practical praising precise progressive quick quiet rational realistic reasonable reflective relaxed reliable reserved resourceful responsible self-confident sensitive serious sharp-witted sincere	apologetic apprehensive argumentative austere authoritative autocratic bad-tempered belittling belligerent biased bitter blunt boisterous bully busybody capricious careless cautious chaotic childish cliquish coercive concealing condemnatory	excitable exclusive explosive extravagant extremist farfetched fatalistic fearful flamboyant flippant frantic fretful frustrated fussy gambler gloating glum gruff hair-splitting harassing hasty haughty hostile	monotonous narrow negative negligent nervous oblivious one-sided overbearing overpowering overworked overwrought partial passive pedantic peevish pessimist picayune pompous powerless preoccupied pretentious procrastinator	uneven unfamiliar unfavorable unforgiving unfortunate unhappy unjustifiable unkind unmindful unnecessary unorganized unpopular unprepared unreliable unsatisfactory unskilled unsteady unsystematic unthinking untrained unwilling unyielding vague verbose