Factors affecting the review

Credibility of the supervisor: s/he must understand the job being evaluated

Ability of the employee to participate (is it a threat?) or an exchange of views –  developing a sense of ownership

Need mutual setting of performance targets – makes it more effective when this is part of the process

Timeliness and frequency depends on purpose – for recording overall performance, then semi-annual or annual are OK, but if counseling for improved performance is demanded, then more frequently

Perceived importance of the review – they must be treated as important by the library for the employee to see them as important.