

Performance Reviews

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Christine V. Walters, MAS, JD, SPHR, is a human resources consultant and author who speaks regularly at industry events focused on HR legal practices and emerging issues.

Christine has been engaged as an expert witness for the defense, presented at conferences across the country, and testified before U.S. Congressional and state legislative committees and federal administrative agencies. Christine has been interviewed and quoted in a variety of media, including television, radio, and print. In March 2011, her first book, "From Hello to Goodbye: Proactive Tips for Maintaining Positive Employee Relations" was published by the Society for Human Resource Management.

After working nearly 10 years in HR administration, Christine started FiveL Company in 1998 as a part-time practice while working full time at the Johns Hopkins University as program director and interim department chair. She discontinued FiveL Company when she joined the law firm of Saul Ewing LLP in 2000, but she restarted the practice when she ventured out on her own to provide full-time human resources and employment law consulting in September 2002.

Christine served as an adjunct faculty member of the Johns Hopkins University from 1999 until 2006, teaching graduate-, undergraduate-, and certification-level courses.

Christine demonstrates her commitment to supporting and advancing the needs and interests of the business community and the HR profession by currently serving in a number of volunteer leadership roles.

Christine is licensed to practice law in Maryland.

Session Description:

There are myriad methodologies and strategies for assessing workplace performance. But the value and return on investment of performance reviews have been topics of debate with differing views. Like job descriptions, performance reviews have come under legal scrutiny and can be used as evidence against employers in employment disputes.

A key for any organization is to understand the objectives when administering appraisals. Once the objectives are identified, employers need to consider how the appraisal process will measure those objectives.

Join this interactive course as we discuss:

- Pros and cons of conducting performance reviews;
- Various types of performance appraisals, including traditional, self, peer, and 360;
- Rating methodologies, including objective, narrative, odd or even number scales, frequency and timing;
- Legal pitfalls to avoid and the human aspects to consider – such as how to elicit engagement in the process; and
- Whether the process should be tied to compensation.

Learning Objectives:

- Name and describe at least three types of performance appraisals;
- Compare and contrast various methodologies rating scales; and
- Assess the pros and cons of tying pay to the performance-appraisal process.

Top Three Session Ideas

Tools or tips you learned from this session and can apply back at the office.



1. _____

2. _____

3. _____