

**HALT UNEQUAL PERFORMANCE REVIEWS, CAREER ADVICE,  
AND LEADERSHIP DEVELOPMENT OPPORTUNITIES  
IMPLEMENTATION PLAN SUMMARY**

Personnel practices deal with a wide array of issues, ranging from the mundane to those most critical for employees' career advancement. Personnel practices with respect to three areas in particular—performance reviews, career advice, and leadership opportunities—are key to the equality of women's and men's advancement possibilities. The following are PATH's recommended actions organizations should take to ensure women are not disadvantaged by the operation of personnel practices in these areas.

Performance Assessments

1. Employees should participate in the development of the criteria to be used in their performance reviews. – Pg. 195.
2. Benevolent sexism is a common cause of women not receiving the same straightforward, accurate, and action-oriented advice that men get. Therefore, managers need to be trained to effectively perform gender-neutral performance reviews. A key step in this regard is providing them with information about the hurtful consequences of bias-influenced evaluations. – Pg. 199.
3. Reviews should follow a 3-part format.
  - a. Identification of the employee's specific performance strengths and weaknesses in relation to pre-required criteria. – Pg. 200.
  - b. Advice about ways that the employee can improve future performance that is provided in a helpful and action-oriented way. – Pg. 200.
  - c. A conversation about career progression in light of the employee's likely next career steps.
4. Reviews should be documented in writing and periodically reviewed by a third party. – Pg. 200.

Career Advice

5. Objective and straightforward performance reviews need to be accompanied by career advice, counseling and encouragement that is equally positive and advancement oriented as that given to men. – Pg. 202.
6. Affinity bias is a major obstacle to achieving this result. If affinity bias is left unchecked, when it comes time for organizations to fill leadership positions, men will inevitably be seen as stronger candidates than their female counterparts. – Pg. 203.

Leadership Development

7. There are four specific areas where organizational management must focus to ensure that women and men have truly equal and realistic opportunities to ascend senior leadership roles in the organization. - Pg. 205:
  - a. Occasions to perform as leaders at increasingly senior levels.
  - b. Coaching, mentoring, and advice that is specific and appropriate for their career aspirations.
  - c. Opportunities to participate in safe women-only spaces where specific concerns, frustrations, and aspirations can be discussed.
  - d. Support and recognition as women advance to higher leadership levels.
8. Women need to be assigned senior leaders as mentors. To ensure active engagement and successful mentorships, organizations should provide effective training for mentors; choose individuals who are committed to mentoring; and specify the responsibilities of mentors and mentees. Pg. 208.