



# Guide to Performance Appraisal

The appraisal is a regular and comprehensive process examining each employee's performance over a period of time. The goal of the performance appraisal is to evaluate past performance and encourage employees to take ownership of their own growth and development to contribute to future performance.

In preparation for the appraisal, a form is completed by the manager to collect training and performance feedback.

- Competencies required of all employees within the organization are assessed, as well as those competencies specific to each employee's position.
- Information from training checklists and assessments, as well as an Individual Development Plan (IDP), should be taken into consideration when completing this form.
- The form is then used during the performance appraisal discussion to guide the conversation with the employee, highlighting those things that have gone well during the pre-established performance period, as well as those things that need to be corrected.

Nothing should be a surprise for the employee during an appraisal, as daily coaching and feedback should address concerns as they occur. The person should also have been properly oriented as a new employee to performance appraisals with such information as how performance appraisals work, how often they are, and what to expect.

Make sure employees remain aware that:

- Appraisals rate their performance, not them as a person.
- Appraisals compare their performance to a written standard.
- Appraisals never rate their performance on an area they were not aware of.
- You as their manager should constantly be giving them feedback on their performance so the appraisal is never a surprise.
- Appraisal scores directly affect their raises and bonuses.
- You want them to succeed, and they will be helped with goals they are struggling with far before their appraisal comes up.
- Conduct is a factor in performance. If they conduct themselves professionally, that's never a problem.

Employees are encouraged to make appropriate notes of their performance and share those with their manager during the performance appraisal discussion.

## Appraisal Benefit to the Manager and Operation

- Ensures that all employees' performance is evaluated in a consistent format, regardless of who evaluates.
- Helps clearly set expectations for employees, and ensures that expectations are communicated consistently across the organization.
- Helps managers provide targeted feedback to employees, based on observed strengths and weaknesses.
- Helps managers provide appropriate training interventions to address performance gaps observed.
- Helps managers identify and provide appropriate opportunities to address individual development goals and operational needs.

## Appraisal Benefit to the Employee

- Allows an overall look at an employee's performance and recognition for a job well done.
- Provides clear direction to employees on areas where improvement is needed.
- Provides clear direction to employees on actions to take to achieve goals or prevent consequences.



## Manager's Checklist for Performance Appraisal

### Pre-Appraisal

- Schedule an individual appraisal time with the employee (include a beginning and end time).
- Ask employee to prepare notes on his/her performance during the review period.
- Reserve a room conducive to private conversation.
- Gather information on employee's performance and conduct during this review period. (This may include training records, assessments, an Individual Development Plan (IDP), discipline documentation, feedback from trainer/lead, and other appropriate information held in the supervisor's file for this employee, such as e-mail comments from a customer, etc.)
- Complete the performance appraisal form.
- Consider possible goals for this employee in the upcoming review period.

### During Appraisal

- Arrive on time.
- Create a comfortable discussion environment.
- Briefly review the past, and focus on the future.
  - Use the appraisal form as a guide to review past performance and conduct.
  - Discuss employee's career path and development that's necessary to advance.
  - Create goals and begin an IDP.
- End on time and reschedule, if necessary, to discuss development opportunities or other future-focused topics.

### Post Appraisal

- Create IDP based on discussion with employee, and review with employee.
- Continue daily coaching and feedback.
- Schedule and hold one-on-one private meetings with the employee, as needed.
  - Consider individual's needs for one-on-one time with you.
- Document as you go, instead of waiting until it's time for the review.