

PERFORMANCE APPRAISALS GUIDELINES

Performance appraisal is the process that measures the degree to which an employee accomplishes work requirements. Performance appraisals accomplish three purposes:

1. They provide feedback and counseling.
2. They allocate rewards and opportunities.
3. They help in determining employees' aspirations and planning development needs.

Appraisers may include a variety of individuals, including the employee, the supervisor, a peer or a subordinate.

Appraisal Interviewing: The effective performance appraisal is a job-related activity that is shared by the employee and the supervisor. Input from both is essential for a successful outcome. The appraiser and the employee should conduct the interview in an environment that is private and comfortable.

Active Listening Skills: The appraiser's active listening skills enable the employee to talk openly during the interview. Active listening techniques include the following:

Paraphrasing: To paraphrase, the appraiser repeats what the employee has said, using different wording.

Summarizing: To summarize, the appraiser reviews or outlines what the employee has said.

Ask Open Questions: Open questions search for more than one-word responses. They give the employee the opportunity to open up and talk freely.

Guidelines for Giving Feedback: In giving feedback to employees, appraisers should keep the following guidelines in mind.

- Describe the behavior; don't judge it.
- Assume an attitude of helpfulness rather than power and domination.
- Empathize with the employee.
- Give specific examples of good / substandard employee performance.

Action Planning Steps: After the discussion about performance, the appraiser and the employee work together to create an action plan that will help the employee meet organizational goals. At this point in the interview, the appraiser and the employee must do the following.

- Gain agreement on the appraisal ratings.
- Set specific objectives that the employee is to achieve before the next appraisal period.
- Create an implementation plan for how the employee will meet the objectives.
- Discuss how the appraiser will follow up with the employee to see that the objectives are being met.
- Discuss what must be accomplished before the next review period.

Follow Up: In addition to evaluating past performance against agreed-upon objectives, the performance appraisal should also offer the opportunity for the supervisor and the employee to jointly discuss the employee's training and other development needs. In addition to current needs, the employee's interests and aspirations should be considered so that longer-term development can be planned and arrangements can be made to test the potential for such career growth.