

APPRAISAL DEFINED

Performance Appraisal is a systematic evaluation of an employee's performance and potential. Start the process by reviewing the current position description, including both temporary and permanent assignments; review work products; talk with co-workers, peers, clients (if appropriate). Are there group, committee or team activities that need to be considered as well?

Review

- Current performance
- Career development and job enrichment plans, where applicable
- Areas needing improvement
- Training and experience needed to improve work performance or further career goals
- Performance goals for the coming year

Why Performance Appraisals Fail

- Subjectivity; evaluation of personality, rather than performance
- Lack of employee involvement
- Unclear performance expectations
- Inadequate feedback throughout the year
- Too great an emphasis on criticism

Understanding Differing Roles in Performance Appraisal

Supervisor's Role

- Clarify job expectations
- Cite specific evidence to support ratings
- Seek input from employees, co-workers, others
- Provide feedback through out the year
- Assist in career development planning

Employee's Role

- Examine and prioritize job responsibilities
- Self-appraise performance
- Provide comments and insights during the review
- Ask questions
- Solicit clarification from rater
- Plan future growth goals and strategies with supervisor.