Performance Appraisal Process

March 2009
2008 Expectations for Performance Management

- Ensure full participation
- Engage in interactive goal-setting
- Have candid discussions about expectations & performance
- Meet quarterly to discuss goals, progress, priorities, etc.
- Strengthen correlation between performance & merit distribution
How did 2008-09 measure up?

• What went well?

• What needs work?
Highlights for 2009…

• Performance management cycle
• Continued focus on goal-setting process
• Enhanced appraisal form
• Stronger appraisal narratives
• Candid feedback & performance coaching
• Diligence with quarterly follow-up meetings
• Correlation of performance & merit
Performance management is a process of continuous improvement...

It’s an ongoing dialogue, not an annual event.
Performance Management Cycle

- Goal Setting
- Compensation Process
- Formal Year-End Review
- Assessment and Development Process
- Quarterly Follow up
- Ongoing Coaching & Feedback
Enhanced Appraisal Form

a single appraisal form for professional & salaried staff
New Format (similar content)

- Sect. I  Major Responsibilities
- Sect. II Self-appraisal Worksheet
- Sect. III Prior-year Goals/Objectives & Supervisor’s Narrative
- Sect. IV Performance Factors & Ratings
- Sect. V Goal-setting Worksheet
- Sect. VI Overall Rating
- Sect. VII Employee Comments
2009 Form Enhancements...

- One form for staff employees
- Graphic of performance management cycle
- Inclusion of goal-setting process (prior and new goals)
- Expanded rating scale (from 3 to 5 ratings)
- Addition of “overall” rating
Employee Responsibilities in the Appraisal Process

• Prepare a prioritized list of your major job responsibilities for the appraisal period
• Review the self-appraisal questions & thoroughly complete the worksheet
• List your goals/objectives & outcomes for the past year
• Prepare for your appraisal conference: ideas for new goals, career development & training interests, etc.
Major Job Responsibilities

• Review your job description before listing major responsibilities
• List should reflect actual work performed during the appraisal period, e.g., including special projects, new responsibilities
• List should be in priority order, from highest to lowest
Self-Appraisal Worksheet

• Are expectations clear & consistent with job your description?
• Are your achievements tied to goals & objectives?
• Have you conveyed your career interests and long-term goals?
Prior-year Goals/Objectives

• This section can be completed by the employee and/or supervisor
• Helpful to keep file/notes of your goals & progress
• Goal outcomes can also be documented in this section
Supervisor’s Narrative

• Provides detailed and specific performance feedback
• Contains information about your goals & achievements
• Articulates strengths & areas for improvement
Expanded Rating Scale

• Changed from 3 to 5 ratings
• Enables more precise rating
• Supports correlation of performance with merit distribution

Note: “Overall” rating is a combination of the narrative & performance factors
Performance Improvement Plan (PIP)

- Required when overall rating is “unsatisfactory”
- May also be used for “partially meets expectations” ratings
- Labor Relations should be involved in PIP development
Quarterly Follow-up Meetings

• Performance calibration sessions (how are we doing?)
• Just as important as annual appraisal
• Discuss progress of goals & objectives
• Review changing priorities & resources that may affect goals
• Make adjustments, as needed
The Goal-Setting Process

People with clear, written goals, accomplish far more in a shorter period of time than people without them could ever imagine.  

Brian Tracy
Goal Definitions

- **Goal**: statement of results to be achieved within a specific timeframe
- **Standard**: ongoing performance criteria to be repeatedly met or exceeded
- **Development Goal**: focuses on enhancing employee competencies (knowledge, skills & abilities)
- **Stretch Goal**: extremely ambitious goal that prompts “outside-the-box” thinking
Variety is good! Consider a combination of goals that…

• Support unit objectives
• Encourage personal/professional development
• Are rigorous - challenge talents & abilities
Create S.M.A.R.T.* Goals

• **Specific** – precise & detailed
• **Measurable** – with criteria for determining progress & success
• **Achievable** – attainable & action-oriented
• **Realistic** – relevant & aligned
• **Time-related** – grounded within a time-frame

*Peter Drucker, The Practice of Management*
Tips for Better Goal-setting

• Use “S.M.A.R.T.” guidelines
• Most effective when interactive
• Goal agreement → goal commitment
• Understand unit goals/objectives so that you & your supervisor can agree on goals that support the unit
Goal Alignment

UD Strategic Plan

College/Division Goals

Unit/Department Goals

Employee Goals
Questions & Comments?

• Appraisals due in Human Resources by Thursday, April 30th

• For assistance with performance appraisal questions & issues, please contact Human Resources at 831-2171 or e-mail employeetraining@udel.edu