

Elements of Performance Appraisal

Purpose of Performance Appraisal:

- Offer feedback and counseling.
- Help in allocating rewards and opportunities.
- Help in determining employee's aspirations and planning developmental needs.

Performance Criteria:

Aspects of the employee to be considered when conducting the review:

- **Job Knowledge:**
The demonstration of technical, administrative, supervisory, or other specialized knowledge required to perform the job. Consider degree of job knowledge relative to length of time in position and the individual's efforts to learn new skills and maintain up to date job related information.
- **Initiative and Resourcefulness:**
The extent to which the employee is self directed, resourceful and creative toward meeting job objectives. Consider follow through on assignments and modification or development of new ideas, methods or procedures
- **Professional Development:**
The extent to which the employee developed and applied new skills to the job during the evaluation period. Effort put forth for the betterment of the team, department and institution.
- **Communication:**
The extent to which the employee effectively conveys and receives ideas, information and direction, and seeks to clarify and confirm the accuracy of their understanding of unfamiliar or vague terms and instructions.
- **Organizational Skills:**
The extent to which the employee effectively plans, organizes and implements task or programs. Consider the employee's use of time, meeting of deadlines, follow through and delegation.

Performance Appraisals Do's and Don'ts:

DO: Ensure appraisal reflects rating of performance of all areas of responsibility.	DON'T: Rate the performance high in all categories based on performance in one area or give an overall low rating based on below standard in one area.
DO: Review performance through the entire appraisal period.	DON'T: Focus review on recent events only.
DO: Base appraisal criteria on components of the position.	DON'T: Allow personal bias, prejudice or values to distort the rating.
DO: Base appraisal on objective performance standards.	DON'T: Base appraisal on how employee's performance compares to that of a another employee.

Documenting Performance:

Current performance records will help a supervisor justify the comments of the appraisal. In addition, documentation of performance can show the reasoning that led to the performance rating.

- Document the situation when it happens; don't try to develop notes for the entire year over a few days.
- Maintain consistency with all employees, not just those that are having problems.
- Focus observations on job related issues.
- Note the facts, not opinion. Use records to highlight attendance or disciplinary issues. Avoid listing a conclusion.
- Don't document the issues when you are upset or angry, avoid the emotion.
- Be thorough in your explanation. Remember that others may read your comments.

Guidelines for Giving Feedback:

When giving feedback, the supervisor should keep in mind the following:

- Describe the problem, don't judge it.
- Assume a helpful attitude versus power and domination.
- Be sure to give examples of good and bad employee performance.

Setting an Action Plan:

After discussing an unsatisfactory performance review or if there are specific issues that need to be corrected, it is important to ensure that an action plan is developed to help the employee meet the organizations goals.

- Gain agreement on the appraisal ratings.
- Set specific objectives that the employee is to achieve before the next appraisal period.
- Create a plan on how the employee will meet the objectives.
- Discuss the follow up steps that will be taken to ensure objectives are being met.
- Discuss what must be accomplished before the next review period.

**Information obtained from Performance Appraisal guidelines as listed by the Society for Human Resources Management General Employment Practices.*