

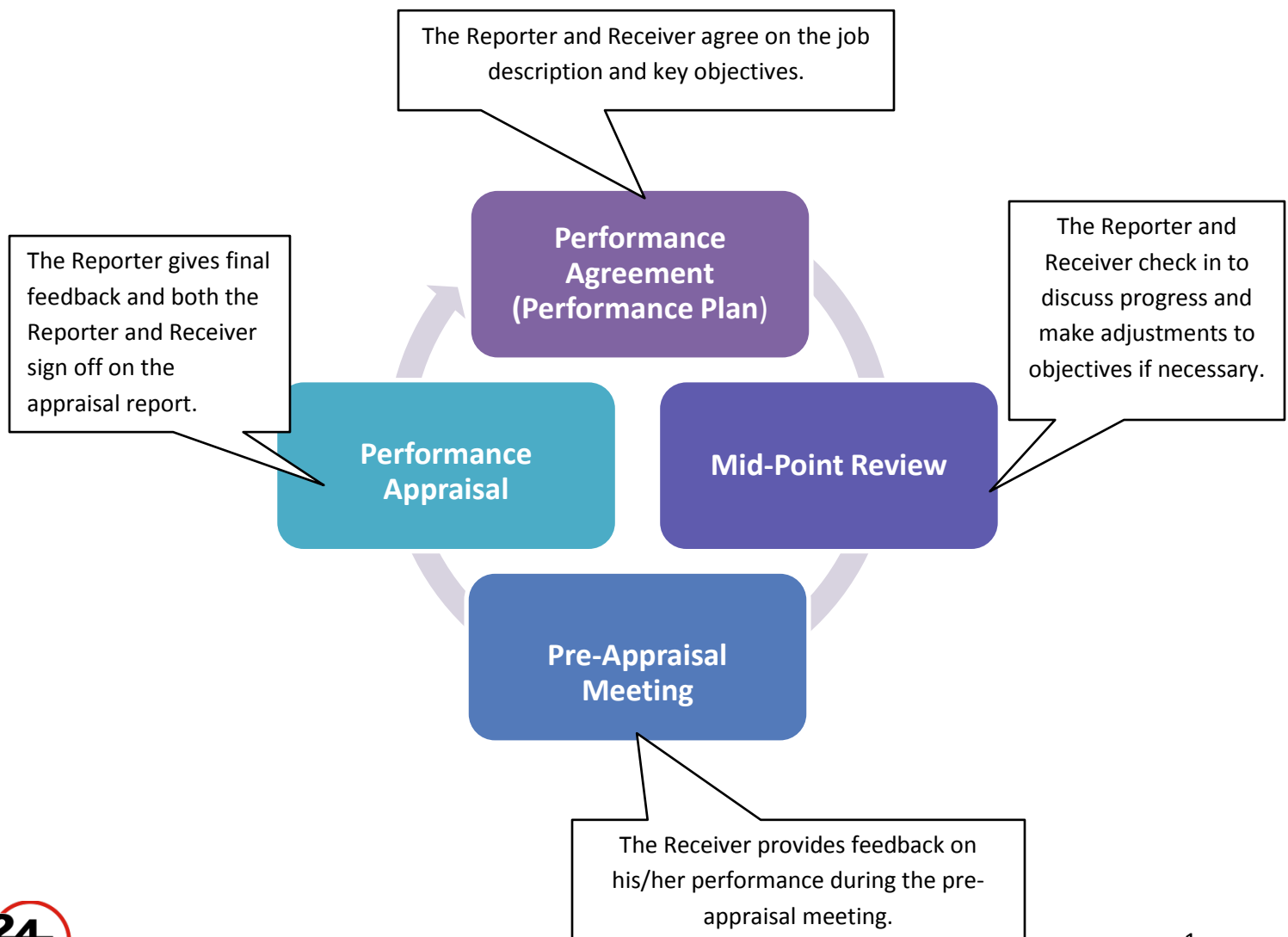
Performance Appraisal

Highlights Sheets

The Performance Appraisal ...

is the final step of the Performance Planning and Appraisal Report process. The Appraisal portion of the process allows the Supervisor (Reporter) to give both verbal and written feedback to the Employee (Receiver) regarding his or her work performance during the cycle year. This appraisal should be based on the job description and key objectives agreed to during the performance planning portion of the process. While the supervisor will have the final call in what will be included in the final report, the Appraisal process should be collaborative, allowing the employee time to give feedback on his or her own performance.

The Performance Planning and Appraisal Cycle:



Performance data to consider as you document employee performance...

- ✓ Overall performance of departmental policies and procedures
- ✓ Overall performance of job description
- ✓ Results of performance objectives
- ✓ Knowledge of the job
- ✓ Achievements
- ✓ Attendance and punctuality
- ✓ Quantity of work performed
- ✓ Ability to adapt to work situations
- ✓ Effectiveness of working with others
- ✓ Use of materials and equipment
- ✓ Safety

When writing the Appraisal....

The supervisor can refer to their own documentation including his or her supervisory log.



The employee should track his or her own accomplishments and share with the supervisor during the feedback period.

Guidelines for Rating Overall Performance:

1.

Did *Not* Meet Expectations

- Falls below standards in one or more of the major areas (Demonstrates satisfactory performance in **most** area)
- **Consistently** fails to meet expectations regarding job responsibilities and work assignments
- There is a clear dissatisfaction with the employee's job performance

2.

Meets Expectations

- Steady, consistent, dependable performer
- Carries out duties in a fully responsible manner
- **Meets and occasionally exceeds** expectations regarding job responsibilities and completion of work assignments
- Even though present performance is acceptable there **may** be areas in which the person **should** improve

3.

Exceeds Expectations

- Is making an **exceptional** significant contribution
- **Constantly** accepts responsibilities beyond those assigned
- **Continuously** exceeds expectations regarding completion of work assignments

Appraisal Meeting Best Practices:

- ✓ Set aside enough time
- ✓ Meet in a neutral environment
- ✓ Reduce distractions



Tips for Giving Feedback

When development is needed consider asking...

- What additional skills do you feel you need?
- What help do you need from others? (from me or the rest of the team)
- How can we monitor progress?
- Do you have any questions for me?

When praising performance consider these tips...

- Be specific
- Be direct
- Do it often
- Praise behavior rather than the person

When giving constructive feedback consider these tips...

- Be specific
- Offer suggestions on how to improve
- Encourage the employee
- Give support, but remain firm
- Base Appraisals on FACTS