Performance Appraisal Training

“Get Back to Basics”
Questions

• What is your experience with employee appraisals?
• How do you conduct employee appraisals now?
• What is your greatest concern as you prepare yourself for these appraisals?
Present State – Future State

- Inconsistent application
- Training
- Consistent application
Performance Management Cycle

Goal Setting & Planning

Ongoing Feedback

Appraisal
Performance Management Cycle

- Goal Setting & Planning
- Ongoing Feedback
- Appraisal
Goal Setting and Planning

• Goals should
  – Align with the University mission and strategy
  – Be clear and easy to understand
  – Be challenging, but achievable
  – Be accepted and recognized as important by everyone who will have to implement them
  – Be measurable
  – Be framed in time, with clear beginning and ending points
  – Be supported by rewards
Performance Management Cycle

- Ongoing Feedback
- Appraisal
- Goal Setting & Planning
Setting the Stage for Deliberate Feedback

Mood Elevator Scale

**Floor 1** – Not a good time to talk.
“I had a fender bender on the way to work. I need a few minutes.”

**Floor 3** – I am busy. I am working on something at the moment but open to a brief conversation.

**Floor 5** – I am totally open to a conversation. What’s up?
Principles for Deliberate Feedback

**Principle 1**
The Giver and Receiver must have consensus on the receiver’s goals (e.g. employment specific)

**Principle 2**
The Giver should emphasize description and appreciation

**Principle 3**
The Giver should be concrete and specific

**Principle 4**
Both Giver and Receiver must have constructive motives
Principles for Deliberate Feedback

Principle 5
Don’t withhold negative feedback if it is relevant

Principle 6
The Giver should own their observation, feelings and judgments

Principle 7
Feedback should be timed to when the Receive and Giver are ready. (Mood Elevator)
Performance Management Cycle

- Goal Setting & Planning
- Ongoing Feedback
- Appraisal
Performance Appraisals

Common Errors
Common Errors

**Contrast Error** – tendency to compare to other employees

**First-Impression Error** – tendency to initially judge “favorable” or “unfavorable,” which serves as basis for appraising future performance.

**Recency Effect** – tendency to give extra weight to what was seen recently and diminish the importance of observation throughout review period.
**Central Tendency Effect** – an employee is consistently rated at or near the midpoint of the scales regardless of the actual level of performance.

The Problem:

a) There is organizationally no differentiation between good and bad performers

b) Damage arises to high achievers because of lack of realistic appraisal

**Negative or Positive Leniency** – Employee is rated too hard or too lenient
Common Errors

**Halo Effect** – generalizing (positively) from one aspect of performance to all aspects of performance.

**Devil Effect** – opposite of Halo Effect, generalizing from one or two negative aspects to performance and becoming blind to the positive aspects.

**Similar-to-me Effect** – tendency to judge more favorably those people who you like or find comfort with. Appraise performance and behaviors, not personality or background similar to supervisor.
To Reduce Errors

- Ensure criteria is job-related
- Rate performance in relation to job responsibilities
- Weigh other employee opinion fairly; don’t weigh it too heavily
- Consider all areas of performance. Balance.
- Don’t compare all your employee’s (as the supervisor) until all have been completed separately
Performance Appraisals

- May 15, 22, 30 – Training
- June 1-15 Employee Appraisal period
- June 30, 2012
  - Appraisals completed with all employees
- July 15, 2012
  - 2 copies of appraisals submitted to Human Resources Office.
    - 1 - copy employee’s original comments
    - 1 - copy supervisors final appraisal
- Appraisal done already in 2012 are acceptable
Where are the appraisal forms?
Appraisal Forms

- Condensed and reduced criteria
- Added employee and supervisor comment boxes under each criteria
- Altered rating labels
- Updated Performance Standards (see handouts)
- Executive/Managerial form (See handout)
  - VP, Directors
- Administrative/Admin Support form (See handout)
  - All others
Framework

Plan your approach, craft your leadership communication, seek counsel from HR

Provide appraisal form (1 week prior), direct to bring fully completed to meeting

Schedule appraisal meeting include rationale and purpose

Conduct appraisal, set follow up meeting with employee, meet deadlines
Questions