

# Performance Appraisal Programs

Kari Rosand Scanlon, PHR  
RJF Agencies  
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## Program Overview

- Purpose
- Pitfalls
- Pointers



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# Purpose



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# Performance Management

- The Goal
  - Fair and continuous evaluation of employees using sound, objective criteria
- Why is this important?
  - Maintain best personnel
  - Minimize litigation risks
  - Make quicker decisions



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# Objectives

- Communication of expectations and results
- Reinforcement of success
- Motivation for improvement
- Documentation of problems

# Performance Management

- How will I provide feedback?



- Immediate, not delayed
- Calm, not emotional
- Constructive, not negative
- Private, not public

# Performance Management

- How will I succeed?



- Document
  - Note conversations
  - Collect evidence
- Set aside time
- Create a process



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# Employee Expectations



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## Employee Expectations

- Honesty
- Uniform treatment
- Compliance with policies
- Warnings for poor performance
- Due process



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## Components

- Performance appraisals
- Disciplinary records
- Job descriptions
- Memorandums
- Verbal conversations



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# Pitfalls



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# Pitfalls

- Surprises
- Grade inflation
- Halo / Horns effect
- Generalizations
- Bias
- Inappropriate evaluation period
- Assurances of job security



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# Pointers



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# Form

- Description of requirements
- Performance impact
- Goals
- Employee comments
- Signatures



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# Setting Goals



- Sources for goals
- Types of goals
- SMART goals
  - Specific
  - Measurable
  - Attainable
  - Relevant
  - Time-bound



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# Example

- My goal is to...
- It supports my company because...
- I will know I have succeeded when...
- I will achieve my goal by...
- My supervisor will support me by...



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“not a team player”



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“not a team player”

Judy did not finish her budget report on time.

Judy was told to prepare an estimate of costs by August 10. She did not finish it on time. This prevented others who needed the information from finishing their parts of the budget.



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“doesn’t fit in well”



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“doesn’t fit in well”



Bill reluctant to answer questions.

Bill is gruff when his coworkers approach him with questions. As a consequence, they try to avoid talking to him. The department is losing the benefit of his knowledge and expertise.



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“always chipper”



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“always chipper”

Lisa helped Suzy with a project.

Lisa offers to help co-workers with additional tasks when she finishes her work early. Last December, she helped Suzy complete a year-end, inventory check. This inventory check was used to determine ordering requirements for the new year.



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## Conducting the Meeting

- Be prepared
- Schedule meeting
- Provide information
  - Use sandwich approach
- Request input
- Set goals
- Follow-up



## Effectiveness

- Is the appraisal understandable to a stranger of the business?
- If you received the appraisal, would you be able to create goals from it?
- Does the appraisal make it clear why a problem is serious?

# Relationship between Appraisals and Discipline

Appraisal is an act;  
discipline is a scene.



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## Golden Rules

- Commit to the process
  - Don't wait
  - Do it right
- Know employee expectations
- Know how to provide feedback
- Write for a third audience
- Document, document, document!



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# Thank you!



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