

## Appraising Performance (Tier 1)

1 Day

### Description

*Appraising Performance* provides an overview of the basics of conducting performance appraisals. It provides guidelines and best practices for evaluating and improving the work performance of employees, thereby increasing quality and productivity.

### Prerequisites

- None

### Objectives

- ✓ Establish performance expectations so that desired work results are achieved in accordance with the organization's values and quality standards.
- ✓ Write a performance appraisal so that it reflects an objective evaluation of the individual's work performance.
- ✓ Prepare for a performance appraisal discussion so that there are no barriers for an effective discussion.
- ✓ Conduct a performance appraisal so that mutual understanding and cooperation is achieved and a realistic development plan to improve future performance is prepared.
- ✓ Follow up on a performance appraisal so that future performance meets expectations.

#### Establishing Performance Expectations

##### **Appraise Performance**

- Performance Appraisals
- Why People Dread Performance Appraisals
- Benefits of Performance Appraisals
- Performance Appraisal Approaches
- Describing Performance Appraisal Approaches

##### **Manage Performance**

- Performance Management
- The Performance Management
- The Planning Phase
- The Executing Phase
- The Assessing Phase
- The Reviewing Phase

##### **Establish Performance Expectations**

- Performance Objectives
- Identifying Effective Performance Objectives
- Performance Factors
- Examining Performance Factors

#### Writing Performance Appraisals

##### **Avoid Common Performance Rating Errors**

- Performance Rating Errors
- Contrast Effect
- Halo Effect
- Horns Effect
- Central Tendency Error
- Recency Effect
- Leniency Error
- Strictness Error

##### **Gather Appraisal Information**

- Job Description
- Data Collection Intervals
- Performance Data
- Objective Data
- Critical Incidents
- Sources of Relevant Information
- Employee Records
- Self-Evaluations
- Input from Others

## Appraising Performance (Tier 1), continued

### **Rate Performance**

- Guidelines for Rating Performance
- Adhere to the Standards
- Start with the General and Move to the Specific
- Highlight the Best Evidence
- Provide More Evidence for Particularly High or Low Ratings

### **Ensure Legal Compliance**

- Laws that Affect Performance Appraisal
- Title VII of the Civil Rights Act
- Civil Rights Act of 1991
- Age Discrimination in Employment Act
- Rehabilitation Act of 1973
- Vietnam Era Veterans' Readjustment Assistance Act
- Guidelines for Fair and Legal Appraisals

### **Preparing for the Appraisal Discussion**

#### **Prepare the Individual**

- Employee Expectations
- Self-Appraisals
- Pre-Appraisal Meeting
- Effective Listening Techniques
- Questioning Techniques
- Open-Ended Questions
- Closed-End Questions

#### **Arrange the Logistics**

- Date and Time
- Discussion Location

#### **Prepare Yourself**

- Data Assembly and Review
- Discussion Plan
- Prepare an Agenda
- Plan the Opening
- Plan for Performance Improvements
- Last-Minute Preparations
- Preparing Yourself for a Performance Appraisal

### **Conducting the Performance Appraisal Discussion**

#### **Discuss Your Ratings and Comments**

- Opening
- Ratings and Comments
- Areas of Agreement
- Areas of Disagreement
- Overall Rating
- Conclusion

#### **Resolve Performance Problems**

- Manager's Responsibility for Poor Performance
- Guidelines for Dealing with Poor Performance

### **Cope with Discussion Difficulties**

- Anxiety
- Alleviating Anxiety
- Excuses and Blaming
- Silence
- Irrelevancies
- Defensiveness
- Guidelines for Dealing with Defensiveness
- Identifying Defensive Behavior

### **Plan for the Future**

- New Performance Objectives
- Development Plan
- Follow-Up
- To Train or Not to Train
- Determining Training Needs
- Creating a Development Plan

### **Following Up**

#### **Evaluate the Effectiveness of the Appraisal Discussion**

- Appraisal Discussion Evaluation
- Written Records
- Interim Reviews
- Evaluating Your Own Performance

#### **Communicate Frequently**

- Communication
- Verbal Communication
- Non-Verbal Communication
- Identifying Types of Communication
- Organizational Communication
- Communication Barriers
- Language
- Noise and Distractions
- Poor Listening Skills
- Stereotyping
- Emotions and Feelings
- Overcoming Communication Barriers
- Guidelines for Communicating Regularly with Your Employees

#### **Provide Ongoing Feedback and Coaching**

- Feedback
- Supportive Feedback
- Corrective Feedback
- Coaching
- When Not to Give Criticism
- Providing Ongoing Feedback