

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, 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