

GUIDELINES FOR PERFORMANCE APPRAISAL CHECKLIST

- Appraise individual employee performance regularly, systematically and in accordance with Company policy.
- Keep a record of each employee's performance in the various areas of their job to give a solid basis for evaluating their work when appraisal time rolls around.
- Cross-reference evaluation to any existing evaluations or disciplinary action against an employee.
- Use measurable, job-related tangibles to evaluate an employee's work whenever possible.
- Isolate yourself from interruptions when conducting an appraisal interview.
- Make it clear to the employee that you take the interview seriously and view it as a constructive attempt to help them.
- Review the employee's total performance, pointing out clearly, with examples, where their work is up to your expectations and where it is falling short.
- Mention improvements that they have made since their last appraisal.
- Be frank, yet tactful, in discussing the employee's shortcomings.
- Encourage the employee to discuss their failings, so that you will better understand their causes.
- Direct your criticism at the employee's work, rather than at them personally.
- Leave them with specific goals for improvement, and suggestions for achieving them rather than with vague admonitions to do a better job.
- Follow up your appraisal with job assignments designed to help them improve their performance.
- Commit yourself to helping them improve and grow in their job.
- Keep a written record of both positive and non-positive matters and what was discussed and agreed upon as a basis for the next appraisal.
- Be consistent in the manner and procedures used to evaluate all employees.
- Be sure to fully document, in writing, performance appraisals.

“Do’s” AND “DO NOT’s” FOR CONDUCTING DEVELOPMENT AND PERFORMANCE

DO NOT

- Be unprepared
- Permit constant interruptions
- Stay behind desk (psychological barrier)
- Talk about yourself or talk too much; instead, let the employee express their feelings
- Argue or disagree directly
- Show your emotions (anger, impatience, etc.)
- Interrupt the employee’s conversation
- Make promises or representations of any sort
- Punish or use tactless criticism
- Make hasty judgments
- Reveal confidential information
- Make references about an employee that are not clearly “job-related” (e.g., sex, race, age, etc.)
- Mislead an employee regarding any aspect of their performance
- “Soft-pedal” or “slant” your evaluation because of your personal feelings (good or bad) about the employee
- Be blinded by the “halo effect,” where one aspect of an employee’s behavior unduly influences analyses of others
- “Short time” the employee; instead, try to evaluate performance over the full period since the last evaluation

DO

- Plan your approach ahead of time, prepare and review prior evaluations and/or discipline of the employee
- Allow privacy to discuss “progress and potential”
- Allot and adhere to a given amount of time
- Use the first few minutes to allow employee to relax
- Use positive remarks (“I’m glad to have the opportunity to help with your career progression.”)
- Use reflective questions (“Do you have any ideas as to how we can ...?”)
- Be specific about good performance and performance that can be improved
- Be sincere, courteous, and listen
- Devote 100% attention to the employee
- Help the employee set specific career objectives and goals
- Take every opportunity to build the employee’s feeling of importance and self-worth
- Assist in listing possible solutions for improved performance
- When agreements are reached, establish a time-frame for completion and document the same
- Document your evaluation in writing
- Follow-up later