

Employee Appraisals

February 2018

Purpose of a Performance Appraisal

Gather and analyze information on:

- Recognition of efforts and achievements
- Clarification expectations of duties/responsibilities
- Alignment of duties with College/department goals
- Identification of development areas
- Discussion on career growth opportunities

Ongoing Feedback

- An annual evaluation should not contain surprises - Feedback is a two way street and should happen throughout the year not just at review time
 - This includes: recognition, praise, discussions of areas for improvement/effectiveness, areas of interest & learning, frustrations and any road blocks

Communication is essential!

Preparing for the Appraisal

- Review previous set goals
- Review notes kept throughout the year on performance, accomplishments, areas for improvement, desired growth
- Review the job description and how this position contributes to the mission of the College
- Plan a time and place for the review meeting that allows sufficient time without interruptions to have a thorough discussion

Writing the Appraisal

- Both the Employee and Supervisor should write an appraisal
 - Employee self-appraisal allows input on their assessment of personal performance, accomplishments, ideas for future goals, development areas and any concerns
 - Supervisor addresses all the same areas listed above

The end result is an employee and a supervisor who are on the “same page” and are aware of each other’s thoughts and ideas for the future.

Conducting the Appraisal

- Keep on topic – easy to veer off into side conversations
- Allow enough time for each person to share their points
- Schedule a separate meeting for problem solving if needed
- Ask open-ended questions if needed to dig deeper
- Use active listening skills, allow periods of silence to think
- End on a positive note

Pitfalls to Avoid

- No surprises, unless they are pleasant ones!
- Halo/Horns
- Leniency Or Severity Tendency
- Central Tendency
- Recency Bias

*HR is available to coach/advise if needed

Considerations for Goal Setting

- If employee is bored in their job – consider more challenges, add a new project, increase the scope of their job, or cross-train them into different areas of your department (a win-win for all)
- If the employee is feeling anxious/overwhelmed - consider a mentor, adjust the responsibilities to fit skill level or discuss ways to increase the skill level, additional on the job training and also examine the work load

Goal Setting for Upcoming Year

Use the **SMART** approach to goal setting.

- Specific - What will be achieved and why is this important?
- Measurable - Define quality and quantity as precisely as possible.
- Achievable - Be realistic with time and resource constraints and within the capabilities of the employee (with appropriate support).
- Relevant - Must relate to both the role and the department's objectives, and be an obvious priority in relation to other responsibilities.
- Time-bound - By when should the goal/milestone be completed?
Set appropriate review dates to discuss progress regularly.

Goal Setting for Upcoming Year

- Discuss support and development needs to achieve the goals and identify how these will be met – e.g. through training, shadowing, coaching, etc.
- Include career aspirations and possible development opportunities.
- Ensure commitment to the goals; create understanding of “how” the goal relates back to college goals.
- Give clear expectations. For example “going forward, this process will be done each month.”

Outcomes

An annual performance review conversation needs to generate these outcomes:

- A fair, objective and well documented performance appraisal for the past year
- Clear duties and expectations for the coming year that is tightly aligned to the wider departmental and college objectives and agreed upon by both supervisor and employee
- Positive outlook and feeling of support on new or on-going set goals
- High level of employee commitment, motivation, and confidence.

Performance Issues or Employee Concerns

- State the issue/concern in specific terms, generalities mean nothing
- Give two specific examples if possible
- State the effect that it has on role of the position or the co-workers
- Ensure clear understanding of issue or concern before moving on to a different topic
- Be clear about what the expectation is going forward

Detailing an Area of Concern:

- A generalization: “John is lazy”
- Instead: 1) “John did not complete the project by the due date, even after a reminder of when it was due and an offer of assistance” 2) “John sent department wide email on June 5th with wrong information creating much confusion and frustration for the team”

- A generalization: “There were too many roadblocks to meet that goal last year”
- Instead: 1) “I am having difficulty getting valid reports from X department which adds hours of auditing on my part.” 2) “I have too many deadlines the month of May, I need some assistance but don’t know who to ask.”

Finalizing the Appraisal

- Both supervisor and employee should sign the review to acknowledge the process took place
- Remember constructive criticism is a gift, it is an opportunity for future development
- If the employee strongly disagrees with the supervisor's comments:
 - Listen to their feedback, write in additional comments if needed
 - Employee may also draft a response to attach to the review

After the Appraisal

- Provide a copy to Human Resources for the employee file
- Follow up on goals throughout the year, perhaps during weekly or monthly one-on-ones
- Feedback has to be a two-way tool in order for a working relationship to stay strong and be successful in achieving all the work that needs to get accomplished

Recognition throughout the year:

- Ways to give praise: face-to-face, a note (written or email) or in front of one or more of their peers
 - Make it timely, sincere, specific and positive (without any constructive criticism or “but”...)
 - Proactive praise: praise towards progress on desired goals typically gets you the results sooner
 - Encourage peers to give praise to each other when you hear the appreciation, this builds rapport and a stronger team

Questions?

Any Questions?