
Tool 12-17**Performance Appraisals**CONDUCTING AN APPRAISAL SESSION

1. Do your homework.
 - ♦ Review the employee's files, accomplishments, and challenges.
 2. Schedule the session, giving the employee enough time to prepare.
 - ♦ If possible, allow the employee to fill out an appraisal form on himself/herself.
 - ♦ Ensure that the session is not during a busy production time for the employee.
 3. Make the employee comfortable with a private location and provide seating without a desk between you.
 4. Start the meeting with a positive comment.
 5. Let the employee talk, brag, vent, and so forth.
 6. Discuss appraisal ratings with the employee.
 - ♦ If he or she filled out a form also, you'll find that the comparison of your ratings is a good basis for discussion of areas where your perspectives differ.
 7. Compare documented results with established performance standards.
 - ♦ Include specific job performance data to support the ratings given.
 - ♦ Summarize any discussions from during the performance period.
 - ♦ Keep statements factual and be specific.
 - ♦ Focus on behaviors, not attitudes.
 - ♦ Let employee know the reason for ratings.
 8. Decide together what you can do to solve any challenges.
 - ♦ Outline strategies to enhance performance.
 - ♦ Agree on mutual SMART (specific, measurable, achievable, relevant, time-bound) goals and objectives.
 9. Communicate the performance standards of the next review period.
 10. Record the goals so that you both can refer back to them for periodic appraisal.
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