

Supervisor's Checklist for Conducting a Performance Appraisal

Scheduling:

1. Schedule and notify the employee in advance of the upcoming evaluation. Plan to spend at least one hour for each employee that you will evaluate.
2. When you schedule the employee for the interview, ask the employee to prepare for the session by:
 - completing own self-evaluation;
 - reviewing the Job Description (for any changes in job duties/responsibilities);
 - reviewing the previous year's evaluation;
 - reviewing the goals and objectives established in the prior year.

Preparing for the Interview and Completing the Performance Review:

Preparation

1. Set aside about one hour to prepare for each employee evaluation that you will be conducting.
2. Review the performance documentation collected throughout the year.
3. Review the evaluations of the previous year or two.
4. Review the Job Description for the position being evaluated for any changes in job duties/responsibilities.

Completing the Evaluation Form

1. Complete the performance review form, assigning a rating for each competency. Avoid the common evaluation errors of:
 - Halo/Horns Effect – entire evaluation is pegged to one extraordinary event.
 - Recent Effect – rating based on recent events rather than over entire evaluation period.
 - Central Tendency - everyone lumped together in the middle.
 - Positive/Negative Leniency - high or low ratings to all or most employees.
 - Like Me - higher ratings to employees with similar backgrounds, education, personality, etc.
 - Contrast Effect - rate employees relative to each other rather than on evaluation criteria.
2. Use the rating Achieves Expectations as the starting point.

3. Be prepared to provide up to three (3) specific examples if you rate an employee's performance as "Does Not Meet Expectations" or "Exceeds Expectations".
4. When a performance factor is rated "Does Not Meet Expectations", determine what training/coaching you think is necessary to improve the performance for that factor.
5. If applicable, review goals and objectives for the current evaluation period. Determine if the employee met the same.
6. Determine new goals, if applicable, you want to see accomplished by the employee in the upcoming year.
7. If necessary, save the form and take time to review it again before submitting.

Distribute Evaluation Forms:

1. At least 24 hours prior to the evaluation interview, completed forms should be shared with the employee by the Human Resources or Administration.
2. Ask the employee to read the review prior to the evaluation meeting so they are prepared.

Conducting the Interview:

1. Find a comfortable location, free of distractions, and that encourages a free-flowing conversation. Emphasize that it is a joint discussion. Use good communication techniques, including listening and providing appropriate feedback.
2. Explain the purpose of the performance appraisal system, and how the employee's performance affects the goals and objectives of the organization and the people they serve.
3. Discuss each Competency and corresponding Performance Criteria considering both strengths and shortcomings.
4. Read the employee's self-evaluation form and discuss any major discrepancies between evaluations.
5. If applicable, discuss whether the employee met the previously established Goals and Objectives. Develop an action plan for any goals that were not met.
6. Identify any areas that would help the employee to improve performance (i.e., training, equipment, etc.).
7. If applicable, establish new goals for the next year.
8. Discuss any general comments you may have.



9. Review and summarize the main points of the discussion.
10. Schedule a follow-up session if warranted.
11. All parties will sign the form and send it to Administration or Human Resources.

Post Interview:

1. Discuss any pertinent personnel issues with Administration or Human Resources.
2. If applicable, develop a Performance Improvement Plan (PIP).
3. Regularly communicate with employee throughout the performance appraisal period.