TIPS - Performance Appraisal & Performance Management

• Update Job Description
  o During the annual performance review process, the job description needs to be reviewed to ensure it still accurately describes the job the employee is being asked to perform. This process will ensure that both the employee and the supervisor/manager are up to date on what the employee is doing in their assigned area; and what if any expectations from the supervisor/manager have changed since the last review. If changes are made to the job description, please send an updated copy to the Department of Human Resources.

• Track performance throughout the year
  o Keep notes about an employee’s contributions or problems throughout the year including significant accomplishments, critical incidents, or necessary improvements. Specific examples are helpful to support good performance and areas of performance that are in need of improvement.

• Provide periodic feedback throughout the year – No Surprises
  o A performance appraisal should be a summary of events that occurred over the review period. Employees have a strong need for feedback and discussions regarding performance should occur on an on-going basis. Positive or constructive feedback should be given at the time it occurs and reflected on the review.

• Schedule performance appraisal meeting
  o Inform employees in advance of the scheduled performance review time and date.
  o Schedule the meeting in a private conference room, personal office, or cubicle.

• Conduct an effective performance appraisal meeting
  o Keep to the main objective of the meeting, to provide constructive feedback and set performance goals. Maintain a professional, even-tempered tone. Be honest and straightforward. Focus on employee performance, not personality traits.
  o Keep discussions about negative past performance to a minimum. Discuss present weaknesses in the context of explaining how to fix them in the future.
  o Start and end the meeting with positive, encouraging words.
• Set “SMART” goals
  o The intention of setting goals and objectives with the employee is to improve personal performance and help focus the attention of the employee on achieving the goals and objectives of the department and the university. Goals should meet the SMART criteria: **Specific, Measurable, Attainable, Relevant, and Timely.** The progress on meeting these goals and objectives should be reviewed with the employee periodically throughout the year.

• Encourage Self-Assessment
  o Another way to identify strengths and areas that need improvement is to allow the employee to complete their own self-assessment. You can ask the employee to prepare a few key items such as:
    ▪ A list of achievements of the past year.
    ▪ A description of tasks that could have been completed differently and what was learned from the experience.
    ▪ To identify areas for further development.

Avoid common mistakes
  o Don’t overemphasize recent performance
  o Don’t be critical and neglect to provide constructive advice o Don’t talk too much, LISTEN, make the meeting interactive