

# **Performance Management**

... beginning to end

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# Agenda

- Purpose and Benefits of Evaluations
- Types of Performance Appraisals
- How to Write the Evaluation
- Tips for Effective Performance Meetings
- Addressing Performance Problems

## **Introduction to Appraisals**

With the effort that is required for effective performance appraisals, managers and supervisors tend to procrastinate on their completion.

# Purpose of Appraisals

- Document employment actions
- Determine compensation increases
- Identify training and development needs
- Set goals and responsibilities for the future
- Provide individual recognition

# Benefits to Doing Appraisals

- Improved performance
- Better communication
- Support for compensation and advancements
- Documentation for performance problems
- Identify process efficiencies

## Types of Appraisals

- Manager/Supervisor Appraisal
- Self Appraisal
- Subordinate Appraisal
- Team Appraisal
- 360° Feedback

## **Manager/Supervisor Appraisal**

Managers or supervisors are in the best position to conduct performance appraisals on the employees that work directly under them.

## **Self Appraisal**

Having employees rate their own performance, makes them more involved in the appraisal process.



## **Subordinate Appraisal**

Subordinate appraisals are often done in conjunction with management reviews. This type of review allows subordinate input into supervisory reviews.

## **Team Appraisal**

The team appraisal evaluates the entire team rather than each employee individually. Often this appraisal is complemented by team incentives.

## **360° Feedback**

With the 360 feedback appraisal, the employee receives feedback from many different relevant parties that are affected by his/her work.

# Writing an Effective Evaluation

## Writing the Actual Evaluation

- Direct supervisors or managers should be involved in developing appraisals. This ensures job related criterion is appraised.
- If you are using a pre-established appraisal form, ensure that it is relevant to the position you are appraising and that you complete the form in its entirety.

## Writing the Actual Evaluation

- The appraisal provides an opportunity to praise a job well done. Ensure that your appraisal does not concentrate on an employee's shortcomings.
- Use the documentation that you have gathered over the past year in the completion of the appraisal. Do not rely on what you remember from the appraisal period.

## Writing the Actual Evaluation

- You are not benefiting anyone by not documenting areas requiring improvement.
- Focus criticisms on performance, not on personality characteristics.
- Use descriptive explanations and words when writing the appraisal.

# Descriptive Words for Appraisals

## Positive Behaviors

- Willingly accepts difficult assignments
- Accountable for work
- Maintains high standards

## Negative Behaviors

- Resists change
- Takes shortcuts
- Sensitive to criticism
- abrupt with others



## Poor Appraisal Descriptions

- Employees may have a hard time improving performance with descriptions being vague.
- The rater is perceived as being disinterested in the employee's growth.
- There will be insufficient information available to support dismissal.

# Tips for effective Performance Meetings

# Tips for Productive Performance Meetings

- Conduct the session in a private location where there will be minimal interruptions.
- Discuss and give examples, highlighting the positive aspects of the employee's work.
- Focus on the important areas of the job.
- Ask the employee what you, as the manager, can do to improve his/her performance.

# Tips for Productive Performance Meetings

- When making promises, ensure that they are realistic and can be kept.
- Discuss areas of concern, however, focus on the changes you would like to see in the future.
- Discover the employee's career goals and inform them of the support you can provide.

# Tips for Productive Performance Meetings

- Develop a few goals that are mutually important to you and the employee.
- Establish a procedure for monitoring the goals that you have agreed upon.
- When discussing areas for improvement, use descriptive examples.

# Tips for Productive Performance Meetings

- Encourage feedback and solicit comments where there may be differences in opinion.
- Maintain control of the appraisal meeting ensuring that the discussion stays on track.
- Ensure the meeting does not exceed a reasonable pre-established time frame.

# Tips for Productive Performance Meetings

- End on a positive note, stressing the positive aspects of the performance and reviewing goals to improve performance.
- Follow up with the employee on any questions or issues that came up during the meeting and ensure that your commitments to the employee are kept.

# Effective Communication



# Recognizing Resistance

- Over-agreeability
- Non-participation
- Disagreement
- Blaming

# Dealing with Resistance

An employee may bring up the following:

- Valid or invalid excuses
- Lack of training, skills, or knowledge
- Examples of performance that widely vary from your expectations/observations
- Gaps in agreement over standards/expectations

# Effective Communication

- Explanations must make one point at a time.
- Vocabulary must be accurate and easily understood.
- Feedback needs to be encouraged for clarification.
- Keep the meeting moving.

# Effective Communication

- Indicate your willingness to listen.
- Stay quiet while the other person speaks.
- Encourage the other person to talk.
- Paraphrase what the other person has said in your own words.

# Understand

Appraisals are not the time for surprises. Employees should already be aware of strengths and weaknesses in their performance.

# Rater Tendencies to Avoid

# Rater Traps

- The **Halo Effect** when the rater's personal opinions sway the results of the appraisal.
- **Central Tendency** when all criterion is rated average rather than on the top or bottom half of the scale.
- **Leniency/Strictness Biases** when all the criterion is rated on the high or low end of the scale.

# Rater Problems

- **Prejudice** when the rater dislikes the person or “group” and rates accordingly.
- **Recency effect** when only the most recent performance is rated.



# Performance Management Suffers When

- An employee does not understand the rating criteria
- Appraisal is not taken seriously by the rater
- Appraisals are not performed regularly
- Rater is not directly involved with the employee

# Addressing Day to Day Performance Issues

# Dealing With Performance Issues

- State initially that there are problems that need to be addressed.
- Talking about the employee's strengths and weaknesses will improve acceptance.
- Give examples of problem areas and how each situation should have been handled.

# Dealing With Performance Issues

- Clearly state the impact that the problems have on the business and the importance for a change in behavior or procedure.
- Be prepared for a defensiveness and listen to their position, but ensure that they understand your perspective.
- Clearly state the results should the problems continue.

# Dealing With Performance Issues

- Ensure that the employee understands the expected.
- Document the entire discussion with a memo to the employee's file. This documentation will support your actions in the future.
- Offer your assistance in addressing the problem.

# Dealing With Performance Issues

- Follow up with the employee. Should the problem continue, ensure that you proceed to the next step of your disciplinary process. If the problems have been rectified, recognize the improvement with positive feedback.

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