

Performance Appraisal Training

“Get Back to Basics”

Questions

- What is your experience with employee appraisals?
- How do you conduct employee appraisals now?
- What is your greatest concern as you prepare yourself for these appraisals?

Present State – Future State

*Inconsistent
application*

Training

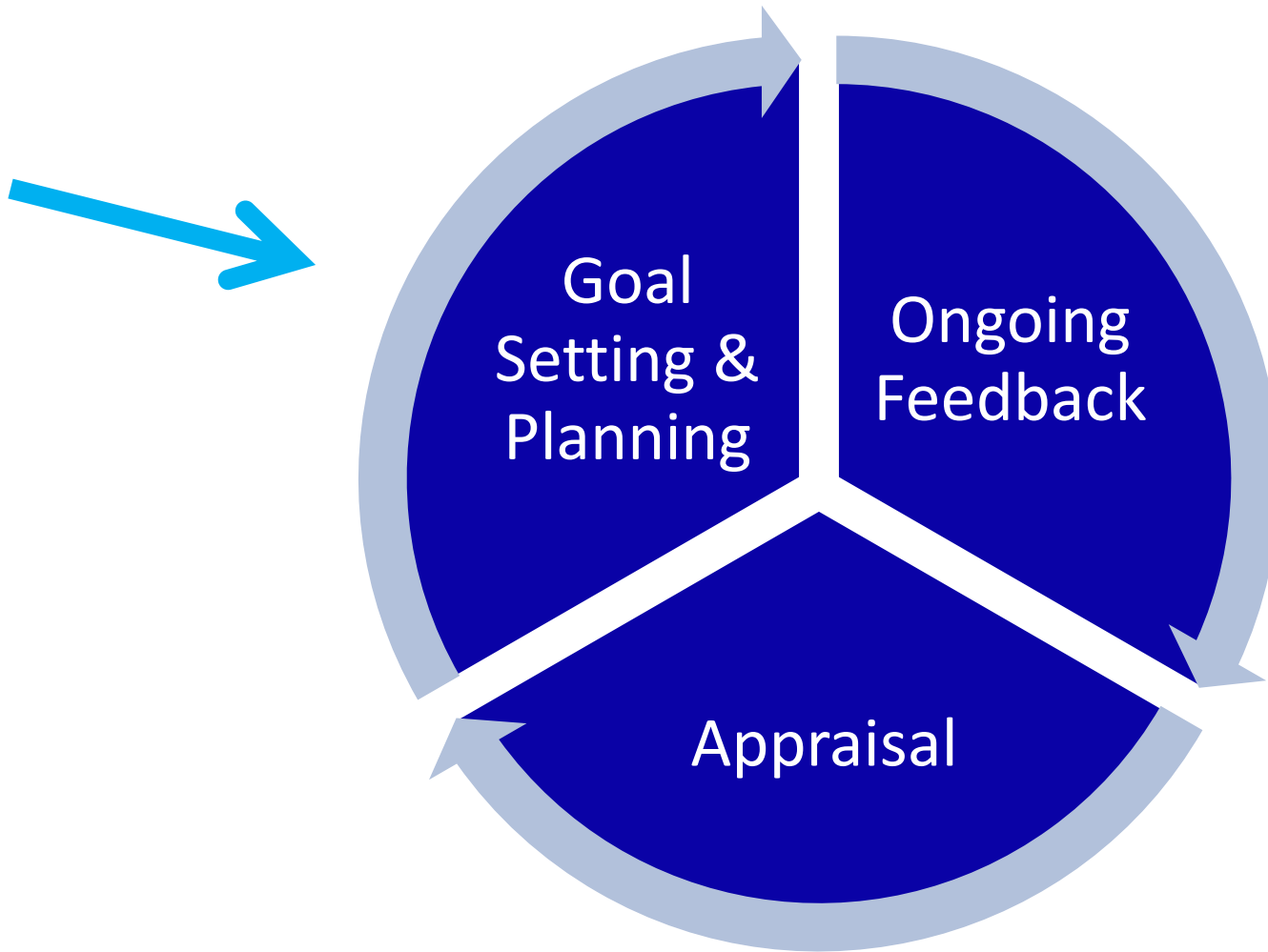
*Consistent
application*



Performance Management Cycle



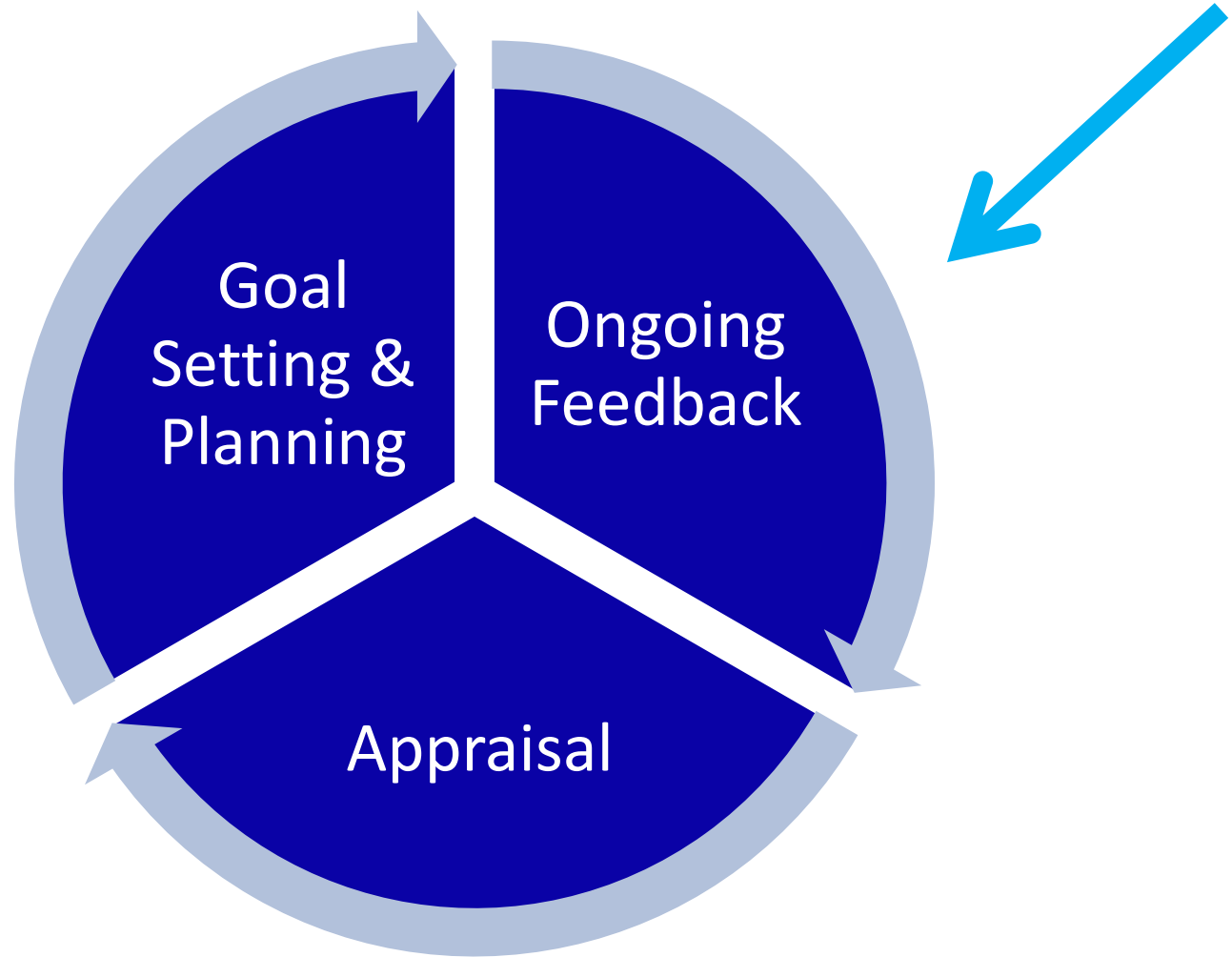
Performance Management Cycle



Goal Setting and Planning

- Goals should
 - Align with the University mission and strategy
 - Be clear and easy to understand
 - Be challenging, but achievable
 - Be accepted and recognized as important by everyone who will have to implement them
 - Be measurable
 - Be framed in time, with clear beginning and ending points
 - Be supported by rewards

Performance Management Cycle



Setting the Stage for Deliberate Feedback



Mood Elevator Scale

Floor 1 – Not a good time to talk.

“I had a fender bender on the way to work. I need a few minutes.”

Floor 3 – I am busy. I am working on something at the moment but open to a brief conversation.

Floor 5 – I am totally open to a conversation.
What’s up?

Principles for Deliberate Feedback

Principle 1

The Giver and Receiver must have consensus on the receiver's goals (e.g. employment specific)

Principle 2

The Giver should emphasize description and appreciation

Principle 3

The Giver should be concrete and specific

Principle 4

Both Giver and Receiver must have constructive motives

Principles for Deliberate Feedback

Principle 5

Don't withhold negative feedback if it is relevant

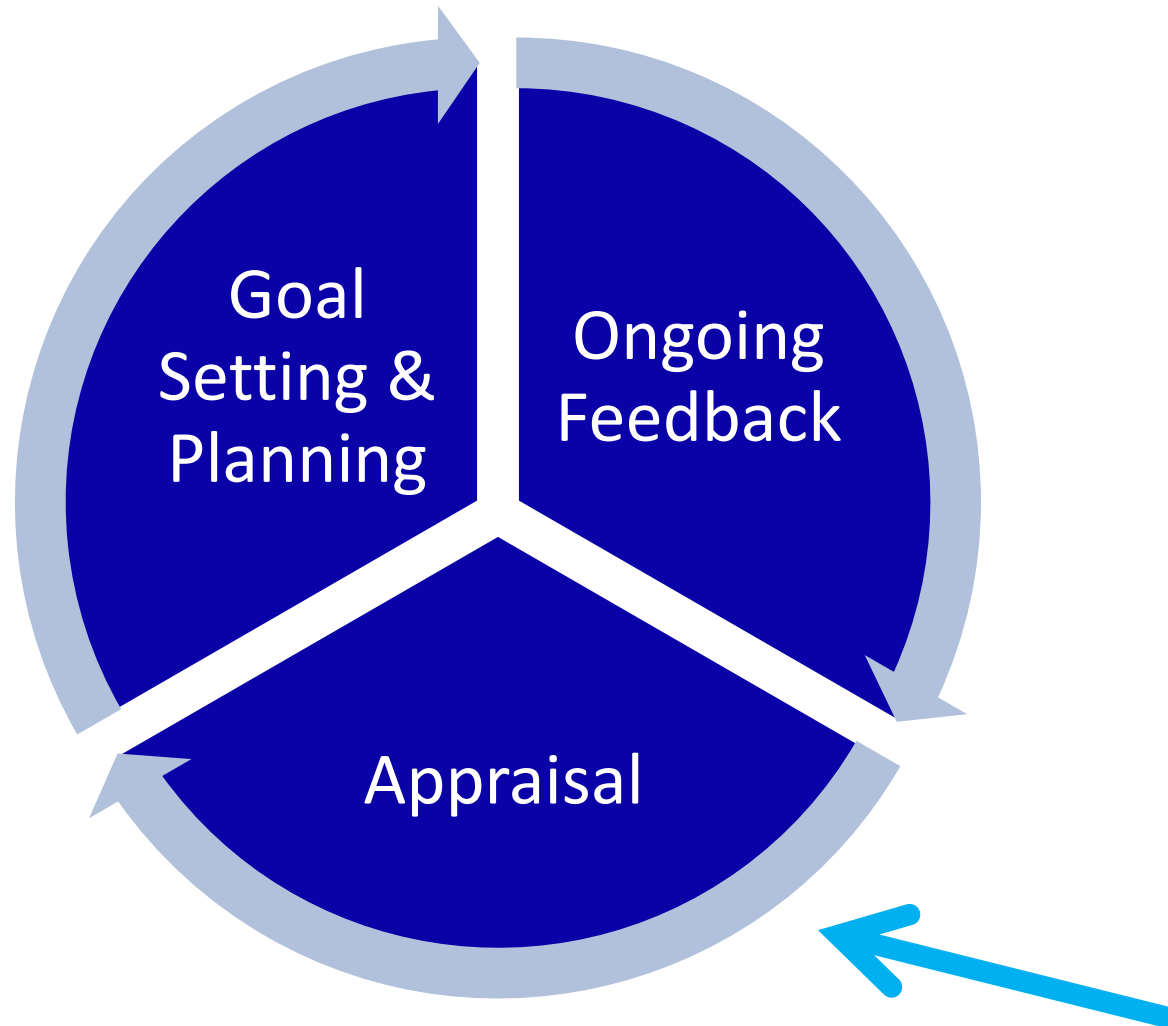
Principle 6

The Giver should own their observation, feelings and judgments

Principle 7

Feedback should be timed to when the Receiver and Giver are ready. (Mood Elevator)

Performance Management Cycle



Performance Appraisals

Common Errors

Common Errors

Contrast Error – tendency to compare to other employees

First-Impression Error – tendency to initially judge “favorable” or “unfavorable,” which serves as basis for appraising future performance.

Recency Effect – tendency to give extra weight to what was seen recently and diminish the importance of observation throughout review period.

Common Errors

Central Tendency Effect – an employee is consistently rated at or near the midpoint of the scales regardless of the actual level of performance.

The Problem:

- a) There is organizationally no differentiation between good and bad performers
- b) Damage arises to high achievers because of lack of realistic appraisal

Negative or Positive Leniency – Employee is rated too hard or too lenient

Common Errors

Halo Effect – generalizing (positively) from one aspect of performance to all aspects of performance.

Devil Effect – opposite of Halo Effect, generalizing from one or two negative aspects to performance and becoming blind to the positive aspects.

Similar-to-me Effect – tendency to judge more favorably those people who you like or find comfort with. Appraise performance and behaviors, not personality or background similar to supervisor.

To Reduce Errors

- Ensure criteria is job-related
- Rate performance in relation to job responsibilities
- Weigh other employee opinion fairly; don't weigh it too heavily
- Consider all areas of performance. Balance.
- Don't compare all your employee's (as the supervisor) until all have been completed separately

Performance Appraisals

- May 15, 22, 30 – Training
- June 1-15 Employee Appraisal period
- June 30, 2012
 - Appraisals completed with all employees
- July 15, 2012
 - 2 copies of appraisals submitted to Human Resources Office.
 - 1 - copy employee's original comments
 - 1 - copy supervisors final appraisal
 - Appraisal done already in 2012 are acceptable

Where are the appraisal forms?



- Human Resources Homepage
- Payroll Schedule
- Student Employment
- Paid Holidays
- Concordia Plan Services
- Campus Map
- News and Events
- IT Help Desk
- CSP Career Services
- Contact Human Resources
Phone: (651)-641-8846
Fax: (651)-641-8782

Human Resources Forms Library



Forms for Supervisors

Position Control & Recruiting

- [Position Request & Recruiting Form](#)
- [Job Description Template](#)

Staff Employment Forms

- [Staff Payroll Authorization Form](#)
- [Staff Employment Application](#)

Faculty Employment Forms

- [Cohort Contracting Process](#)
- [Cohort Teaching Assignment Request](#)
- [Contract Request - Adjunct Faculty](#)
- [Contract Request - Private Music](#)

Forms for Employees

Update Forms

- [W-4 IRS Tax Withholding Form](#)
- [Direct Deposit Form](#)
- [I-9 Employment Eligibility Verification](#)

Benefit Related Forms

[See also Employee Benefits](#)

- [Flex Spending Reimbursement Forms](#)
- [CRSP Salary Deferral Agreement](#)
- [Employee & Spouse Tuition Waiver Application](#)

Gift Giving Forms

Reporting

- [First Report of Injury Form](#)

Corrective Action

- [Employee Corrective Action Form](#)

Performance Reviews

- [General/Clerical](#)
- [Admin/Admin Support - new 2012 form](#)
- [Executive/Managerial - new 2012 form](#)



Appraisal Forms

- Condensed and reduced criteria
- Added employee and supervisor comment boxes under each criteria
- Altered rating labels
- Updated Performance Standards (see handouts)
- Executive/Managerial form (See handout)
 - VP, Directors
- Administrative/Admin Support form (See handout)
 - All others

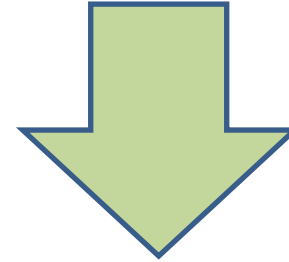
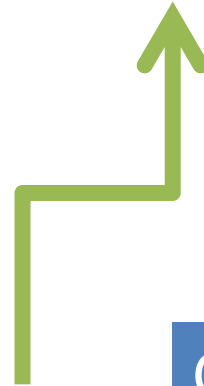
Framework

Plan your approach, craft your leadership communication, seek counsel from HR

Provide appraisal form (1 week prior), direct to bring fully completed to meeting



Schedule appraisal meeting include rationale and purpose



Conduct appraisal, set follow up meeting with employee, meet deadlines



Questions