

A person wearing a light blue and white striped shirt is seated at a wooden desk. Their right hand is raised, palm facing up, in a gesturing motion. On the desk in front of them are several sheets of paper, some with handwritten notes, and a green and black patterned pen. Another person's arm, wearing a dark green sweater, is visible in the foreground, holding a blue pen over a sheet of paper. The background is a solid blue wall.

Performance Evaluation



Program Objectives (1 of 2)

- ◆ An understanding of the performance management system.
- ◆ Awareness of the mechanics of how the program works.
- ◆ An understanding of the general interpersonal dynamics involved in the performance appraisal process.



Program Objectives (2 of 2)

- ◆ Practice in conducting each of the components of an effective appraisal interaction.
- ◆ Specific pointers about, and practice with performance problems.
- ◆ An opportunity to plan how to transfer the training program skills back to the job.

Definition

- ♦ A review of an employee's productivity, skill, and efficiency at work that is conducted by a manager.

A Challenge

Please Write a
One Sentence Definition of
Performance Evaluation.

Goal Setting Questions



Rising To The Challenge



A vertical image on the left side of the slide shows a person's hand writing in a notebook on a wooden desk. The notebook is open, and a pen is visible. The background is a blue wall.

Rising To The Challenge (1 of 2)

- ◆ Accentuate the positive.
- ◆ Put goals in writing.
- ◆ Make goals challenging, yet attainable.
- ◆ Check for compatibility.
- ◆ Set up yardsticks.
- ◆ Target.

A hand is visible on the left side of the frame, pointing towards the desk. The desk is covered with several sheets of paper, some of which contain handwritten notes and diagrams. A pen is also visible on the desk. The background is a solid blue color.

Rising To The Challenge (2 of 2)

- ◆ Have perspective.
- ◆ First thing's first.
- ◆ Review and revise.
- ◆ Focus attention.
- ◆ Chart progress.
- ◆ Give rewards.

A hand is visible on the left side of the frame, pointing towards the desk. The desk is covered with several sheets of paper, some of which have handwritten notes. A black pen with a gold tip is also visible on the desk. The background is a solid blue color.

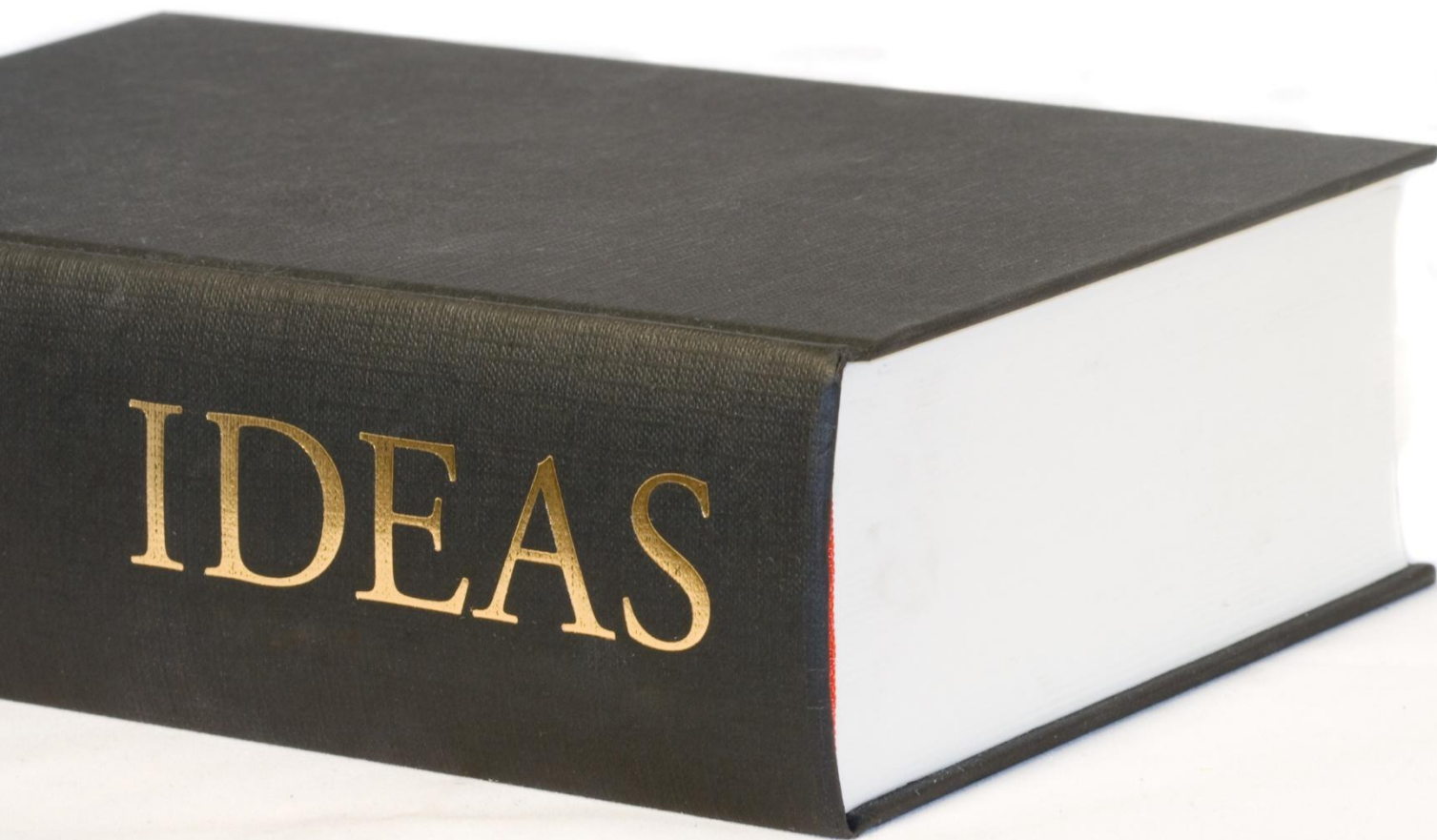
Performance Appraisals

◆ Objectives

- Understand the benefits of goal-oriented appraisals in motivating people to produce.
- Understand the importance of conducting effective performance interviews to the success of your own career and departmental goals.
- Assess your own attitudes toward judging the people who work for you, as well as with you.

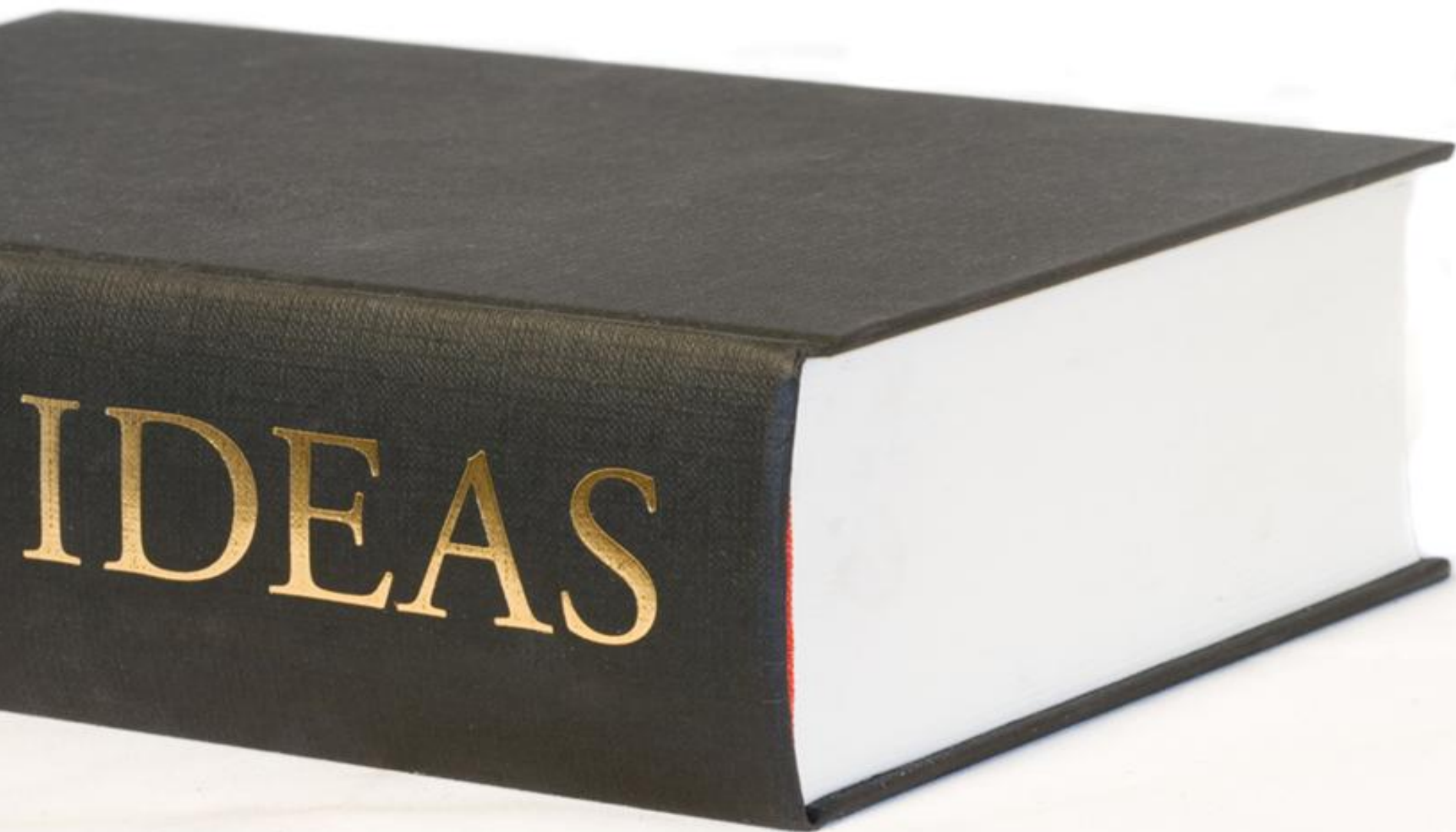
Four Benefits





Frequent Employee Complaints

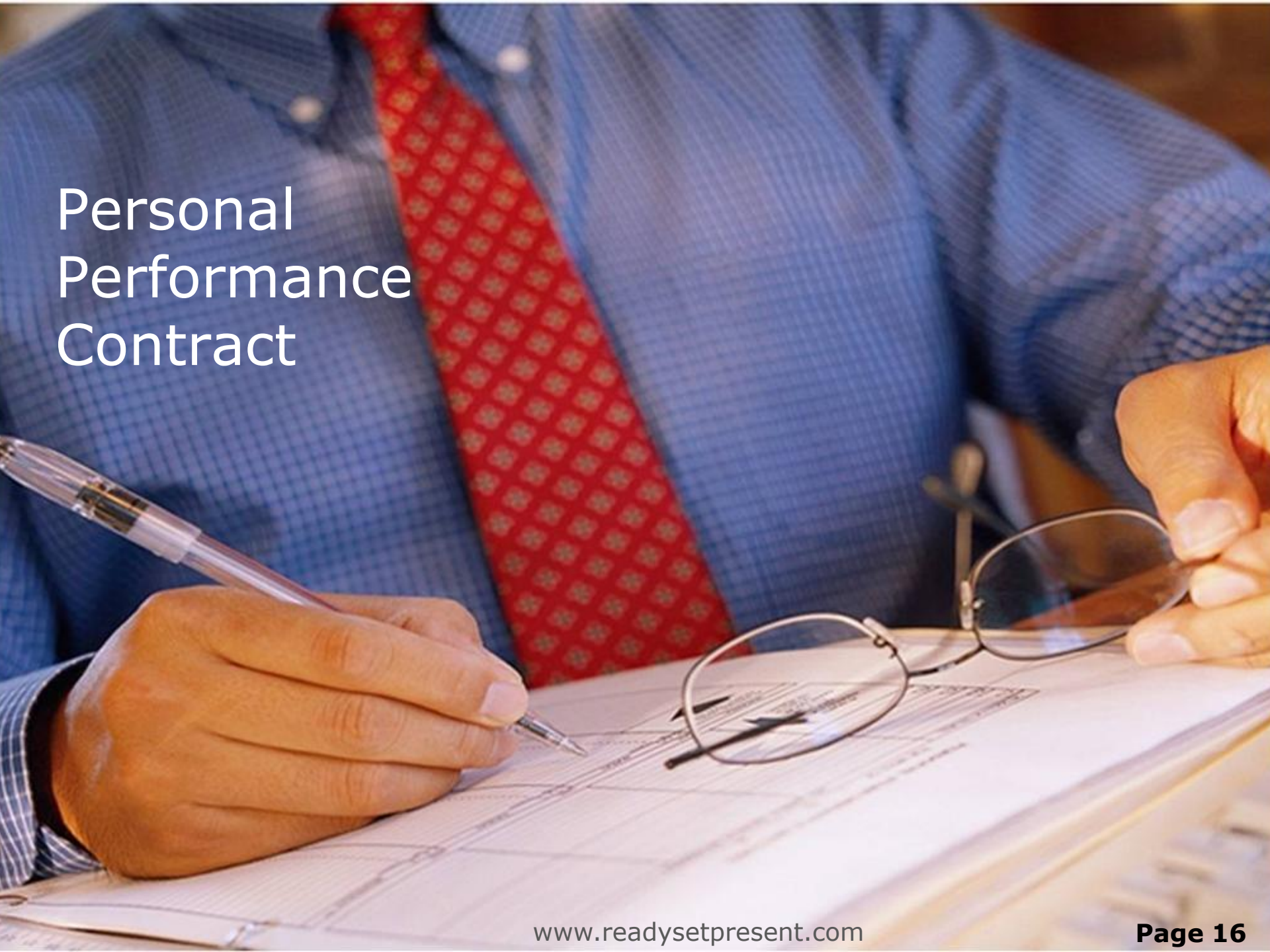




A man with dark hair, wearing a purple button-down shirt, is seated at a wooden desk. He is gesturing with both hands, palms facing up, as if explaining something. He is looking towards a woman whose back is to the camera. The woman has dark hair and is wearing a red top. She is also gesturing with her right hand, holding a pen. On the desk, there is a spiral notebook, a calculator, and some papers. The background is a red wall with framed pictures.

Performance Interviews

Personal Performance Contract



The “Performance Appraisal”



A hand is visible on the left side of the frame, pointing towards the desk. The desk is covered with several sheets of paper, some of which have handwritten notes. A black pen with a gold tip is also visible on the desk. The background is a solid blue color.

A General Framework (1 of 3)

- ◆ Review organizational goals and results linked to factors of quality, quantity and time.
- ◆ Specify specific the results that are required.
- ◆ Ensure that employees' results directly contribute to the organization's goals and results.

A General Framework (2 of 3)

- ◆ Weight or prioritize the desired results.
- ◆ Identify first level measures to determine how well the results were achieved.
- ◆ Identify more specific first level measures as required.

A hand is visible on the left side of the frame, pointing towards the text. Below the hand, on a wooden desk, are several sheets of paper with handwritten notes and a black pen with a gold tip.

A General Framework (3 of 3)

- ◆ Identify standards for how well these results were achieved.
- ◆ Document a performance plan, including desired results, measures and standards.
 - » Without this framework, a performance evaluation can be a failure.
 - » It takes time and persistence to successfully implement this framework.

A close-up photograph of a middle-aged man with grey hair and round glasses, wearing a dark suit, light yellow shirt, and a patterned tie. He is looking intently at another man whose back is to the camera. The second man is wearing a white dress shirt. The background is blurred, suggesting an office setting.

Why Managers Dread Them

Work Plan

Work Plan Chart

Step 1: Written Communication

- The employee and supervisor each fill out a work plan.

Step 2: Oral Communication

- The two parties meet to discuss and exchange.

Step 3: Written Communication

- A six month plan is agreed upon, and a copy is given to each party.

Step 4: Oral Communication

- A regular checkpoint meeting is set up (formal coaching).

Development Plan



Pitfalls to Avoid



Setting the Stage



Questions That Facilitate Appraisal Discussions



Two Important Questions



Keys for Conducting Appraisals



OVERALL PERFORMANCE RATING

Preparing for
the Appraisal

	Exceeds Job Expectation	Meets Job Expectation	Partially Meets Job Expectation	Does Not Meet Job Expectation	N/A
COMMUNICATION	X				
WRITTEN		X			
ORAL		X			
PRODUCTIVITY	X				
ACCURACY	X				
VOLUME	X				
TIMELINESS		X			
SELF-MANAGEMENT	X				
JOB KNOWLEDGE	X				
CUSTOMER FOCUS		X			
TECHNOLOGY SKILLS	X				
PROBLEM SOLVING	X				
INTERPERSONAL RELATIONS	X				
TEAMWORK	X				
FLEXIBILITY	X				
CREATIVITY/INNOVATION	X				
DEPENDABILITY	X				
LEADERSHIP	X				
DEVELOPMENT OF STAFF	X				
PERFORMANCE MANAGEMENT	X				
RESOURCE MANAGEMENT	X				
ORGANIZATIONAL CONTRIBUTION	X				

Feedback



Legal Aspects of A Performance Review



Handling Poor Performers – Common Mistakes



Rewards



A gravel path leads into the distance, flanked by a black metal fence on the right and a dense green hedge on the left. The path is surrounded by lush green grass and tall trees, with a bright, hazy sky in the background.

**What is
your next
step?**



Download “**Performance Evaluation**” PowerPoint presentation at **ReadySetPresent.com**

175 slides include: 10 terms, the performance management cycle, the evaluation process, 6 manager’s responsibilities, 4 goal setting questions, 12 points on rising to the challenge, 7 performance applications, 4 benefits, 8 valuable functions of an appraisal, 11 additional values, 5 frequent employee complaints, 8 effective ground rules, 14 points on performance interviews, 6 points on benefits of personal performance contracts, 6 points on developing a personal performance contract, 4 elements of a personal performance contract, 5 points on performance appraisals, 10 points on a general contract, 5 points on why managers dread them, 14 points on the 4 steps for a work plan, 21 points on the 4 steps for a development plan, 6 pitfalls to avoid, 4 slides on constraints, 11 rating biases, 8 points on setting the stage, 8 points on beginning the discussion, 11 points on questions that facilitate appraisal discussions, 4 points on closing appraisal discussions, 8 keys for conducting appraisals, 6 points on conducting appraisal role plays, 6 points on why to hold a feedback meeting, 15 points feedback meeting agendas, 5 points on self-esteem, 7 points on preparing for the appraisal, 3 points on results-oriented versus process-oriented appraisals, 6 points on why appraisals are difficult for managers and employees, 17 points on feedback, 6 points on legally defensible do’s and don’ts, 4 points on tailoring your appraisal system to your organization system, 4 points on involving employees positively in the appraisal process, 18 common mistakes for handling poor performers, 10 common job-quality complaints, 5 slides on discipline, 16 action steps, and much more!

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