

Strategies for Effective Performance Appraisals

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MANAGER GUIDE

Objectives

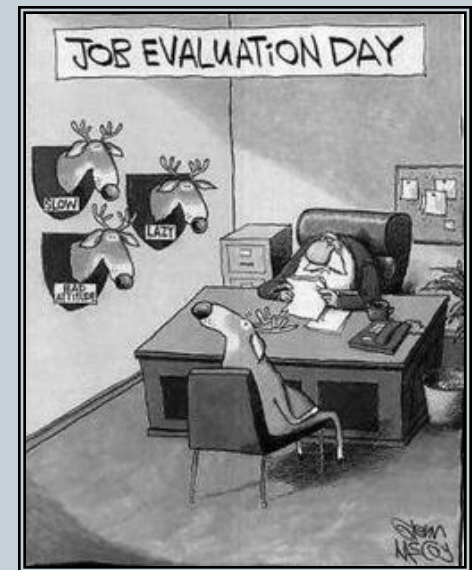
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- Explain why continual performance feedback is the key to motivating employees and reaching organizational goals.
- Apply the Plan Do Check Act (PDCA) process for preparing for and conducting effective performance evaluations.
- Write effective performance evaluations that give the employee a clear understanding of their goals, in what areas they have excelled in, and what areas need more focus.
- Deliver performance evaluations confidently.
- Implement a simple coaching strategy that will enhance employee performance.

Common Myths

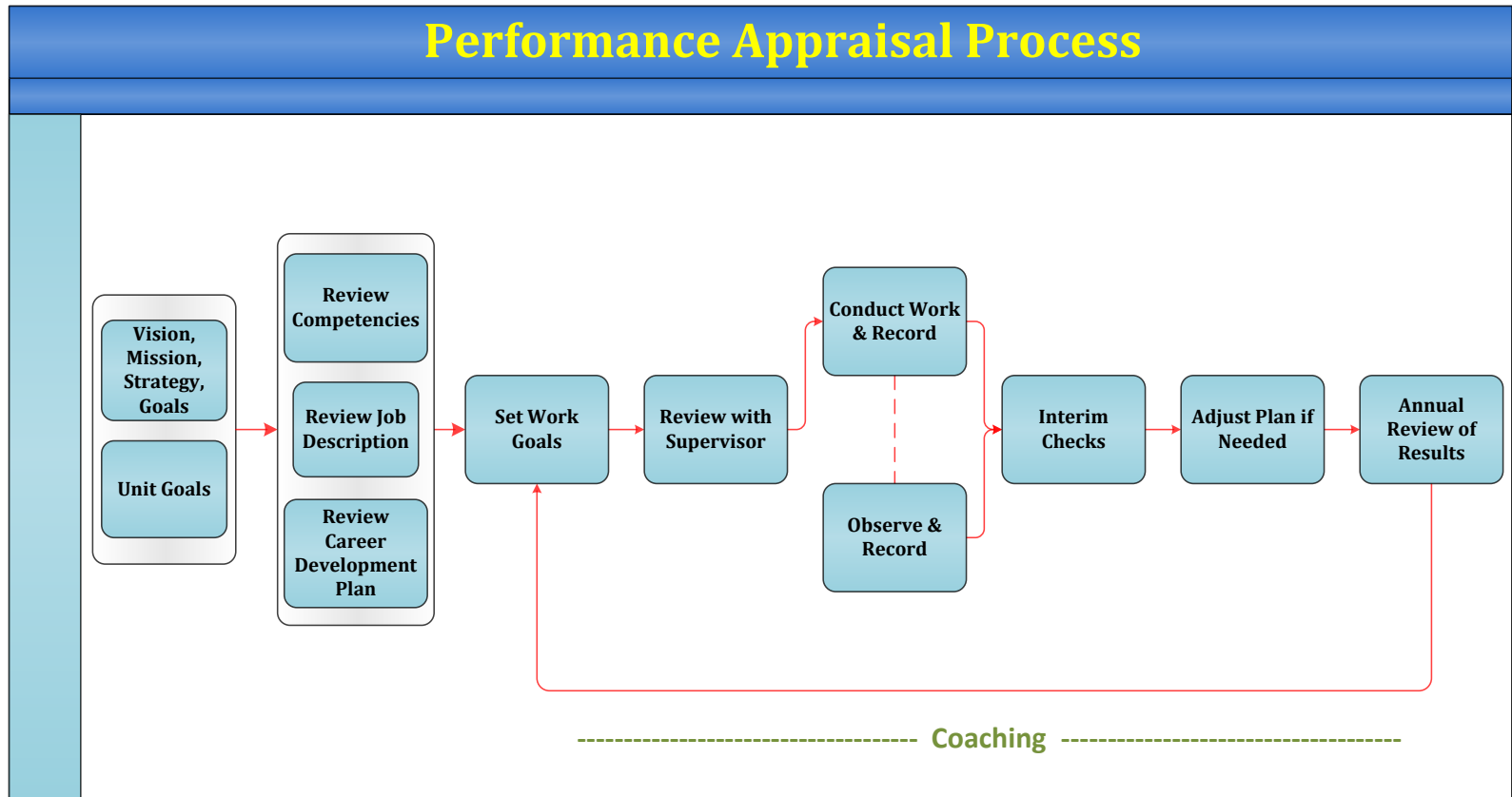
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- Performance Appraisals are just a formality
- Performance Appraisals are uncomfortable
- Appraisals are not meaningful



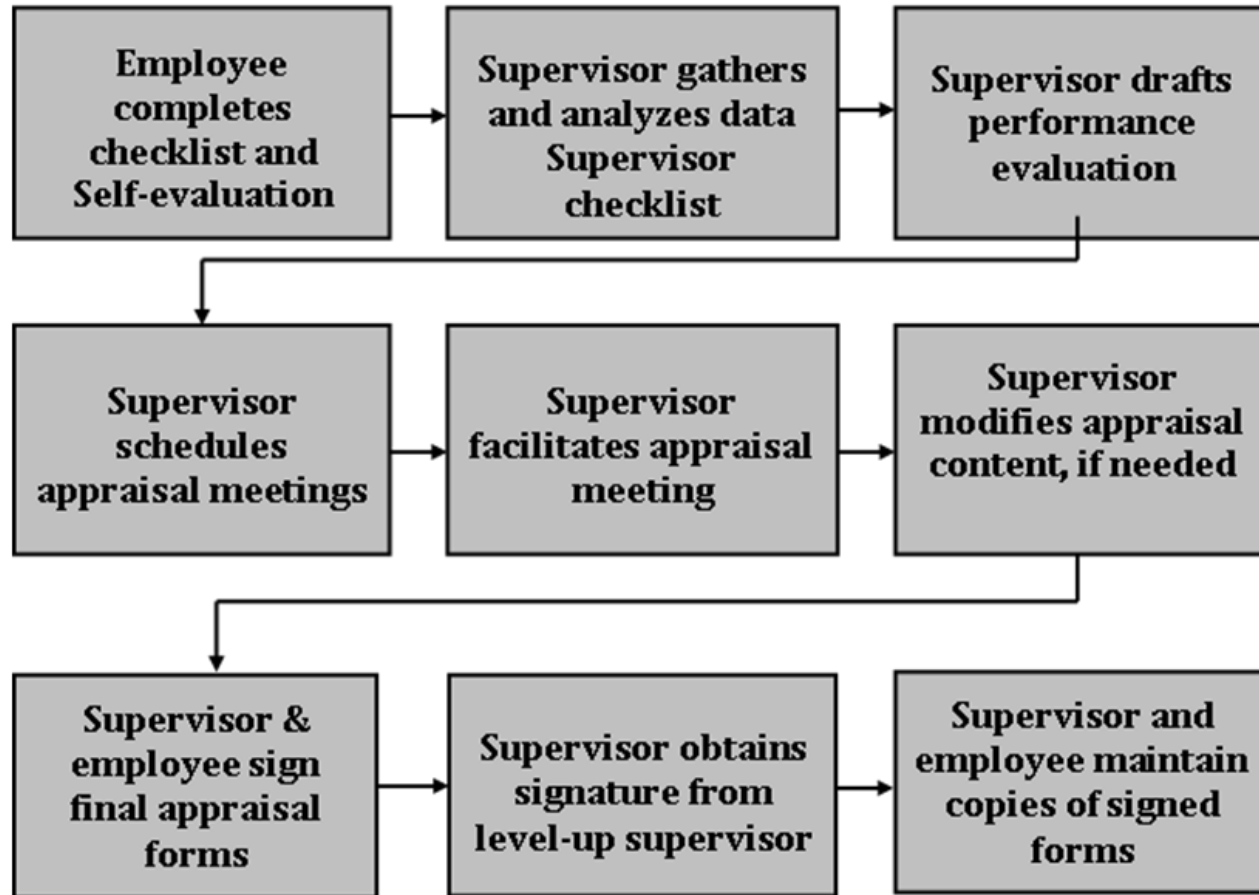
Big-Picture Process

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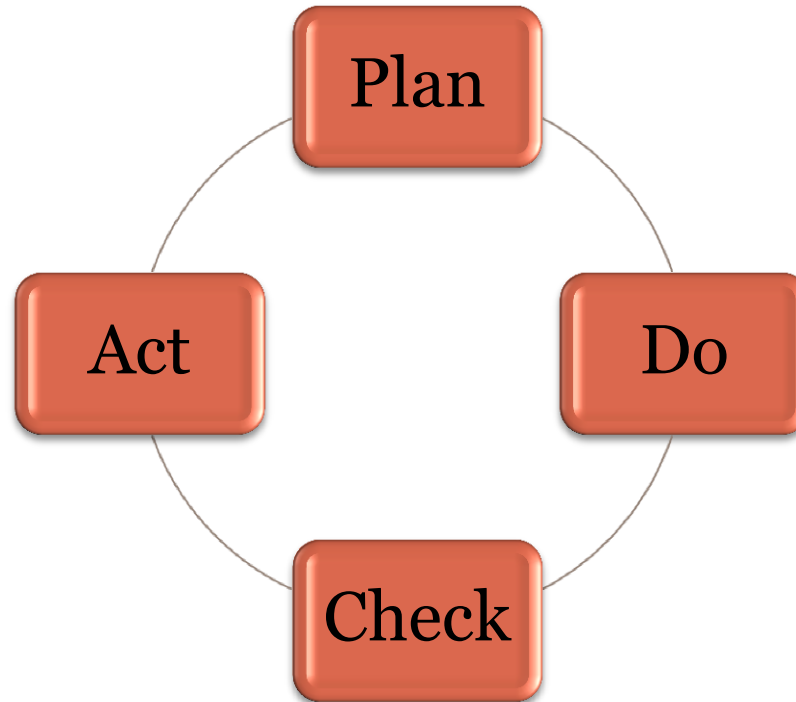
Operational Process

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Manager's Role

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Plan – Documentation

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Employee	Supervisor
Checklist	Checklist
Self-Evaluation	Performance Observations
Work and Development Goals	Performance Appraisal

Plan – UA Core Competencies

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- Advancing the Organization
- Communication
- Technology Acumen
- Performance Management
- Organizational Performance
- Customer Focus

Plan – Writing the Appraisal and Goals

- **Appraisal**
 - Be specific.
 - Use action verbs.
 - Provide concrete performance examples.
- **Goals**
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timely

Do – Conduct Meeting

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- **Communication**
 - Show respect
 - Give honest feedback
 - Be positive
 - Manage emotions
 - Embrace your strengths
 - Face your shortcomings

Check – Post-Review Follow Up

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- Modify the performance evaluation write-up based on the joint discussion, if appropriate.
- Finalize and sign the Employee Evaluation Form.
- Give final copy of form to employee for his/her signature.
- Route all completed forms to next level supervisor for his/her signature.
- After all signatures are secured, retain copies for departmental file.
- Give final copy to employee.

Act – Coaching, Continual Feedback

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- **Coaching and Feedback**
 - Work with your employees regularly.
 - Be supportive.
 - Evaluate performance constantly.
 - Praise good performance – when you see it, say it.
 - Correct poor performance – make it private, make it positive.
 - Work together on solutions to reach employee, department, and organizational goals.

Collaboration

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Resources

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