



Employee Performance Appraisal

Employee Training

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Purpose of This Training

- Identify the purpose for Performance Appraisals (PA).
- Identify the benefits.
- Supervisor & Employee Responsibilities
- Review ACCD 5 Steps of Performance Management Process.
- Familiarize participants with PA Forms and procedures.



Purpose Of Performance Appraisals



Purpose & Uses of PA's

- **A**ssist in Development.
- **A**ssess Progress.
- **A**ttain Success.



Employees Want to Know...

- What is expected of me?
- How well am I doing?
- If I'm not doing well, how do I get help?

BENEFITS

- Professional Development.
- Understanding & Communication.
- Constant dialogue with supervisor & employee.



Question to Consider....

Why do we hesitant or feel uncomfortable about this process???



Responsibilities Of Supervisors and Employees



Supervisors....

- Develop tasks and standards.
- Monitor.
- Communicate.
- Coach.

Employees...

- **A**ssist in the development of expectations.
- **B**e self-motivated to succeed.
- **C**larify for clear communication.



Performance Management Process



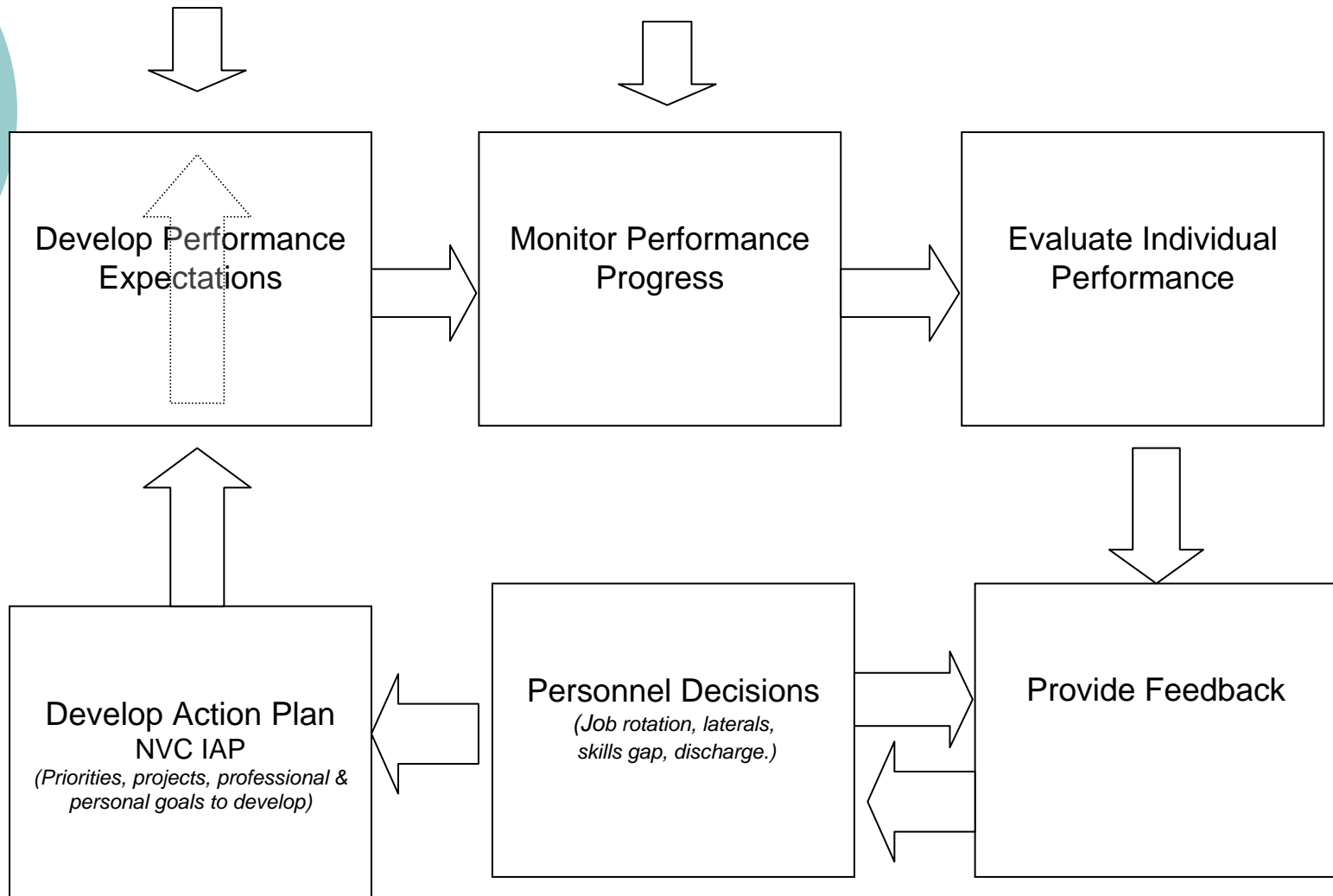
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Performance Management Process

- 1.) Goal Setting – Performance Planning
- 2.) Observing and Documenting
- 3.) Planning the Review Meeting
- 4.) Conducting The Session
- 5.) Coaching and Feedback

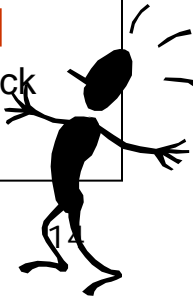
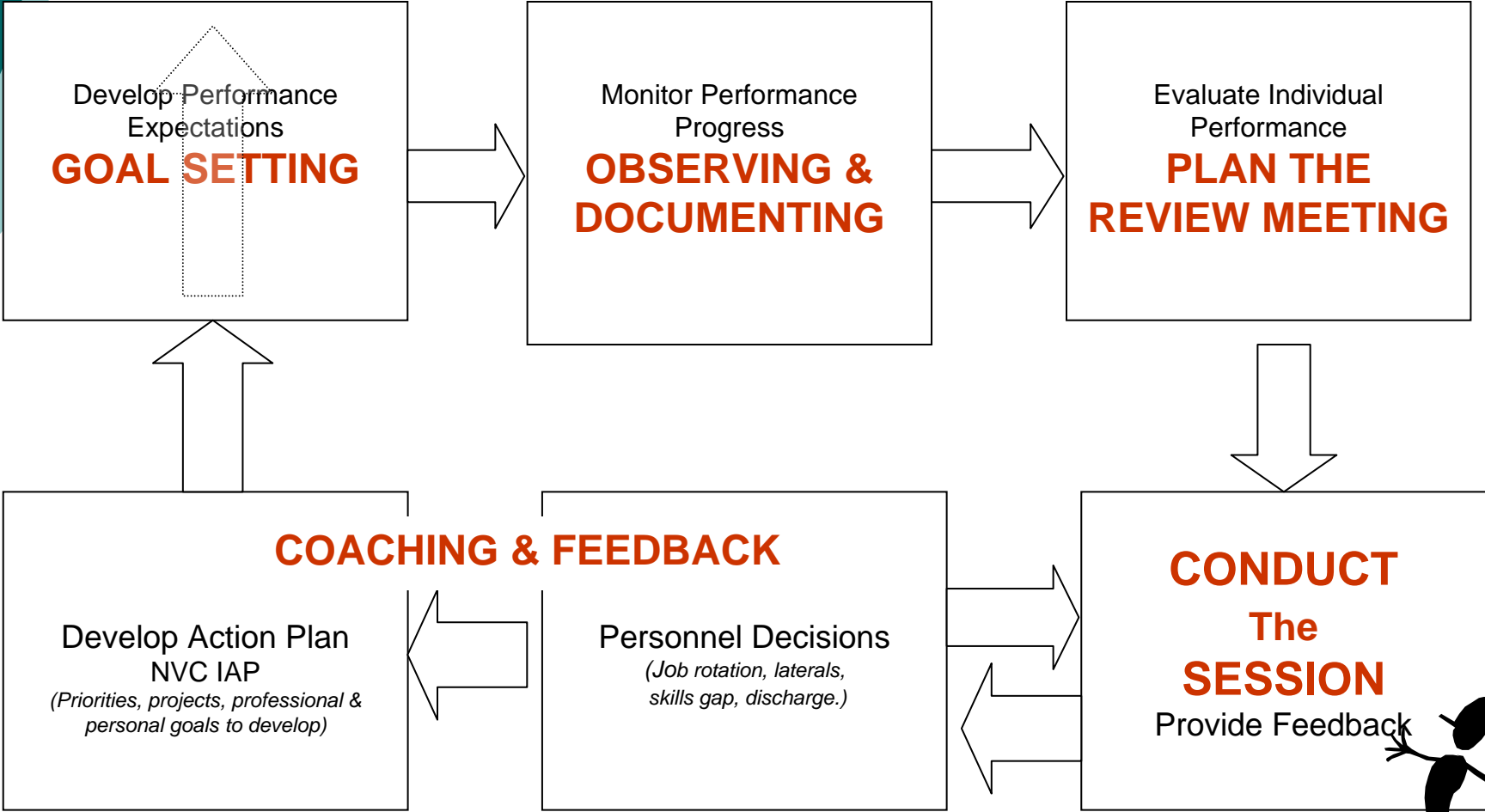
STRATEGIC PLANNING PROCESS

Enhancing Student Engagement & Success
Building NVC as A Center of Excellence in Service & Learning
Solidify a Collaborative Learning Centered Culture
Continuously Improve Our Processes
Be Innovative in Our resource Management



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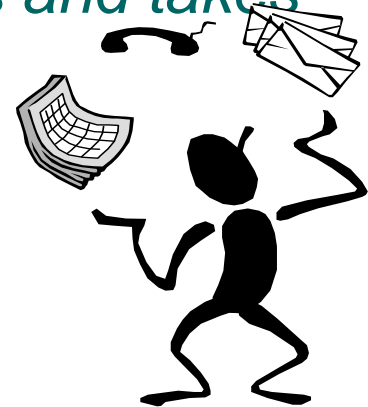
Goal Setting

Performance Planning

TASK

Describes the work or job to be done.

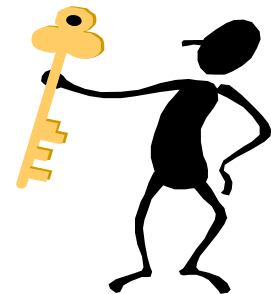
“Answers the phone, transfers calls and takes messages as needed.”



STANDARD

How well the job needs to be done.

“Answers the phone, by the third ring 95% of the time. Is courteous during every call, takes accurate messages.”



GOAL SETTING

Performance Planning

- **Specific** – clearly defined.
- **Measurable**
 - Quality - how well/what value?
 - Quantity – how many/what number or frequency?
 - Cost – how much/what amount?
- **Attainable** – challenging yet achievable.
- **Realistic** - to strategy, job position, person.
- **Time Related** – within set timeframes.

Ineffective Goals/Standards

- “Implement a comprehensive Family and Medical Leave Act (FMLA) training program.”
- “Revise the policy and rules handbook for all employees.”

What would make these SMART GOALS?

Effective Goals/Standards

- “Develop and implement a student enrollment promotion program for the fall semester that increases enrollment by 2% over the prior year’s 2002 figures.”
- “Deliver a training course on effective performance appraisals to 80% of new managers within the next year.”



OBSERVING DOCUMENTING

- Results
- Effectiveness
- Progress
- Methods & Procedures
- Work Habits



How Do I Do This?

- Personal Inspection.
- Customer Contact.
- Progress Reviews.
- Audits.



Planning

The Review Meeting

Preparing for the Review Appraisal Discussion

- Talk to your employee about when the meeting will be held.
- Remind the employee that they should develop a self-appraisal (Update IAP).
- Set the meeting and arrange for privacy.

Appraisal Tips

Ask yourself these questions before the meeting:

- What areas need improvement/are done well?
- How did you help your employee?
- How have you influenced your employee's effectiveness and job satisfaction?
- How did you communicate the performance expectations of the job?
- Do you have documentation?
- Can you provide effective feedback?



Conducting The Appraisal Session

Conducting the Appraisal

- Purpose of the meeting and what is to be accomplished
 - Confirm the employee's understanding of the performance appraisal meeting
- Discuss past performance & current performance.
- Plan for future performance & development.
- **Conclude the session**...arrive at mutual understanding of the appraisal rating and expectations for the next review.



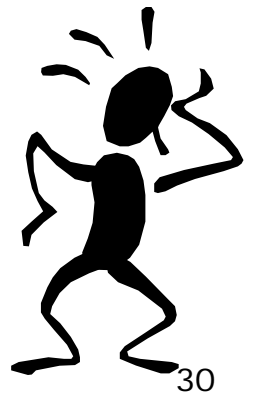
Coaching & Feedback

Feedback

- Describe the specific job behavior that needs to be improved.
- How does the behavior negatively impact employee and work unit?
- Ask for comments; LISTEN and discuss.
- Focus on the behavior, not the employee
- Review the standards of performance, discuss and agree on a plan to meet the standards.

Avoid These Common Rating Errors

- **Central Tendency-** Giving everyone a “fulfilled” score.
- **Leniency-** Providing high ratings to prevent hurt feelings.
- **Length of Service-** Providing high ratings to reflect seniority.
- **Similar-to-me Effect-** Partial to people who are like me.





Performance Appraisal Forms and Overview

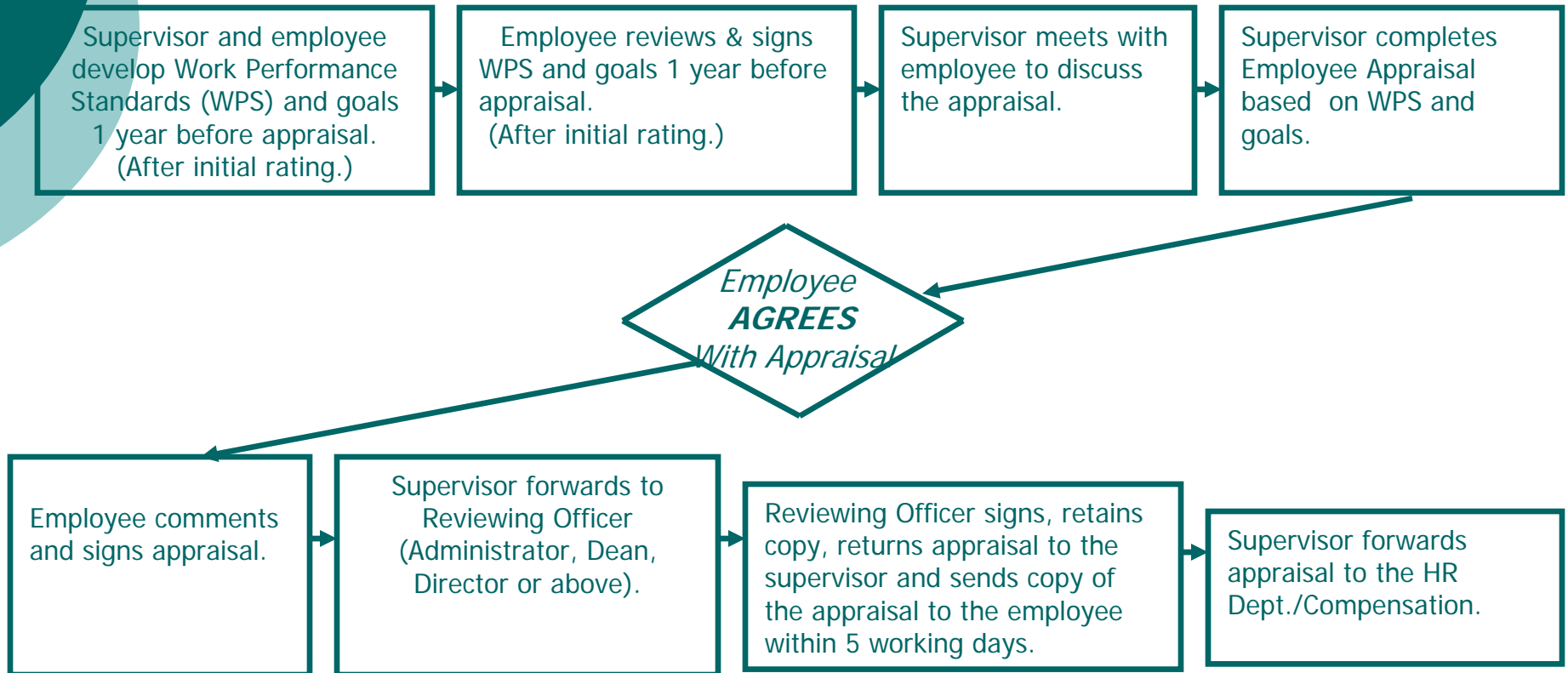
Where to Find the Performance Appraisal Form

- Performance Appraisal Form is available on the Internet on the **Human Resources Department Web page**
- Employees can download the form and fill out the hard copy, or fill it out on the Web page and print out in the completed format
www.accd.edu/ACCD/hr/hr.htm

Performance Appraisal Form: Overview

- Introduction
- General information:
 - Employee's name, title, Department, SSN
 - Supervisor's name, title
 - Location
 - Rating Period
- Section I – Job Specific Duties
- Section II – General Performance Measurement
- Section III – Developmental Activities
- Section IV - Signatures

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