

Conducting a Performance Appraisal

Introduction

The *People-to-People Skills* are verbal skills that can be applied to business and personal situations. Here is a sample situation model for Conducting a Performance Appraisal. On the next page is a Performance Appraisal Form. Following the form is a completed Performance Appraisal Form.

Purpose

To appraise an individual's performance

Use the Interact Skills to:

- ◆ *Review position requirements and key competencies.*
Give input.
- ◆ *Review goals and commitments. Explain rating.*
Give input.
Request input and listen actively.
Express support.
- ◆ *Review corporate values. Explain rating.*
Give input.
Request input and listen actively.
Express support.
- ◆ *Invite discussion.*
Request input and listen actively.
Give input and express support.
- ◆ *Explain overall performance rating.*
Give input.
Request input and listen actively.
Express support.

PERFORMANCE APPRAISAL

Name _____
Position title _____
Company _____
Date assigned to position _____
Date for this appraisal _____ Appraisal period from _____ to _____

MAJOR POSITION REQUIREMENTS	
Major Position Requirements	Comments

KEY COMPETENCIES: Identify the knowledge, skills, and abilities needed to succeed in the position.

COMPETENCIES

- Completion
- Creativity or innovation
- Commitment
- Subject matter expertise
- Diligence
- Adaptability or flexibility
- Team skills
- Interpersonal skills
- Analytical skills
- Networking skills
- Accurate self-assessment
- Problem-solving ability
- Other

<u>REQUIREMENT #</u> <i>(from previous page)</i>	<u>KEY COMPETENCIES AND HOW THEY APPLY</u>

GOALS AND COMMITMENTS IN FIVE AREAS

1. QUALITY	Rating
2. TEAM MEMBERS	Rating
3. CUSTOMERS	Rating
4. SERVICE	Rating
5. OTHER ACCOUNTABILITIES	Rating

RATING SCALE:

- A EXCEPTIONAL CONTRIBUTIONS
- B EXCEEDED COMMITMENTS
- C MET COMMITMENTS
- D DID NOT MEET COMMITMENTS

LIVING THE CORPORATE VALUES

Integrity:	Rating
Respect for others:	
Team spirit:	
Comments:	

GENERAL COMMENTS

- RATING SCALE:
- A EXCEPTIONAL CONTRIBUTIONS
 - B EXCEEDED COMMITMENTS
 - C MET COMMITMENTS
 - D DID NOT MEET COMMITMENTS

SAMPLE

PERFORMANCE APPRAISAL

Name Bruce Shields
Position title Senior Facilitator
Company XYZ Company
Date assigned to position January 4, 2004
Date for this appraisal Feb 4, 2005 Appraisal period from August 14, 2004 to Feb 4, 2005

MAJOR POSITION REQUIREMENTS

Major Position Requirements	Comments
1. <i>Deliver all courses in a high-quality fashion.</i>	• <i>Exceptional contribution</i>
2. <i>Become master certified in three courses.</i>	• <i>Exceptional contribution</i>
3. <i>Train ten contract facilitators; observe and evaluate.</i>	• <i>Exceeded commitments</i>
4. <i>Develop delivery schedules that balance customer needs and available resources.</i>	• <i>Met commitments</i>
5. <i>Share experience with other facilitators.</i>	• <i>Met commitments</i>
6. <i>Participate in sales demonstrations.</i>	• <i>Did not meet commitments</i>
7. <i>Develop skills through continuing education.</i>	• <i>Exceptional contribution</i>

KEY COMPETENCIES: Identify the knowledge, skills, and abilities needed to succeed in the position.

COMPETENCIES

- Completion
- Creativity or innovation
- Commitment
- Subject matter expertise
- Diligence
- Adaptability or flexibility
- Team skills
- Interpersonal skills
- Analytical skills
- Networking skills
- Accurate self-assessment
- Problem-solving ability
- Other

<u>REQUIREMENT #</u> <i>(from previous page)</i>	<u>KEY COMPETENCIES AND HOW THEY APPLY</u>
# 1	<i>Commitment, subject matter expertise, interpersonal skills, adaptability, and flexibility</i>
# 2	<i>Diligence, subject matter expertise</i>
# 3	<i>Team skills, analytical skills, subject matter expertise, creativity or innovation</i>
# 4	<i>Analytical skills, problem-solving skills</i>
# 5	<i>Team skills, interpersonal skills, networking skills</i>
# 6	<i>Analytical skills, creativity or innovation</i>
# 7	<i>Diligence, accurate self-assessment, completion</i>

GOALS AND COMMITMENTS IN FIVE AREAS

<p>1. QUALITY</p> <p><i>Facilitate a quality team.</i> <i>Communicate ways to use existing quality tools.</i> <i>Serve as a member of the Baldrige Committee.</i></p>	<p>Rating</p> <p><i>Exceptional contributions</i></p>
<p>2. TEAM MEMBERS</p> <p><i>Become certified to teach three courses.</i> <i>Become certified to teach Team Support Role.</i> <i>Train team members to teach Team Support Role.</i></p>	<p>Rating</p> <p><i>Exceptional contributions</i></p>
<p>3. CUSTOMERS</p> <p><i>Help customers evaluate training delivery.</i> <i>Develop field visit plan.</i></p>	<p>Rating</p> <p><i>Met commitments</i></p>
<p>4. SERVICE</p> <p><i>Review and provide input to Team Guide.</i> <i>Review and provide input to new program materials.</i> <i>Serve on planning and coordinating team.</i></p>	<p>Rating</p> <p><i>Exceeded commitments</i></p>
<p>5. OTHER ACCOUNTABILITIES</p> <p><i>Develop sales overview.</i></p>	<p>Rating</p> <p><i>Did not meet commitments</i></p>

RATING SCALE:

- A EXCEPTIONAL CONTRIBUTIONS
- B EXCEEDED COMMITMENTS
- C MET COMMITMENTS
- D DID NOT MEET COMMITMENTS

LIVING THE CORPORATE VALUES

Integrity: <i>Demonstrates integrity in all areas.</i>	<i>Exceptional contributions</i>
Respect for others: <i>Demonstrates respect for team members, supervisors, customers.</i>	<i>Exceptional contributions</i>
Team spirit: <i>Serves as a team member and team leader. Handles both roles well.</i>	<i>Exceptional contributions</i>
Comments: <i>Great team player. Lives the corporate values.</i>	

GENERAL COMMENTS

<i>I enjoy working with Bruce and feel he continues to make an excellent contribution to our success.</i>

- RATING SCALE:
- A EXCEPTIONAL CONTRIBUTIONS
 - B EXCEEDED COMMITMENTS
 - C MET COMMITMENTS
 - D DID NOT MEET COMMITMENTS

OVERALL PERFORMANCE RATING

Consider:

1. Comments on major position requirements and key competencies
2. Achievements against goals and commitments
3. Ratings on corporate values
4. General comments.

Consider all data when preparing an overall performance rating.

EXCEPTIONAL CONTRIBUTIONS	<input type="checkbox"/>
EXCEEDED COMMITMENTS	<input checked="" type="checkbox"/>
MET COMMITMENTS	<input type="checkbox"/>
DID NOT MEET COMMITMENTS	<input type="checkbox"/>

OVERALL RATING SIGNATURES

Bruce Shields

February 4, 2005

EMPLOYEE SIGNATURE

DATE

Delores Harrington

February 4, 2005

MANAGER SIGNATURE

DATE

ADDITIONAL COMMENTS
