The Performance Appraisal Process

Performance Appraisal Purpose

The formal performance appraisal process is one of documenting, summarizing, assessing, and developing the work performance of an employee.
Employee Relations’ perspective

- When does the evaluation process begin?
- When does it end?
- What is the Golden Rule of performance appraisals?

The golden rule of performance appraisals

- There should be no surprises!

How do you avoid surprises?
Planning for “no surprises”

- Clarify **EXPECATIONS**
- Communicate **REGULARLY**
- Document **SUCCESSES**
- Document **PROGRESS**
- Document **CHALLENGES**
- Coach **AS NEEDED**

*Tools*
- appraisal forms
- current job description
- reference tools
- standards
- kit
- examples
The process

- Pre-meeting
- Write self-appraisal/accomplishments
- Draft performance appraisal
- Meet to discuss self-appraisal and draft
- Revise and publish
- Employee comments and signature
- Department head signature

Basic principle

The performance appraisal should accurately reflect the actual performance of the employee based on fair and reasonable standards or expectations.
Some common attitudes

- You can’t get better than (solid/above expectations) in your first year.
- Nobody is so good that they do all of their work in an exceptional way. You should find something to rate down.
- Some jobs just don’t lend themselves to a rating better than solid.
- I never give “exceptional” because that means “perfect” and nobody’s perfect.
Understanding performance ratings

- Exceptional
  - Performance well exceeds expectations and is consistently outstanding
- Above Expectations
  - Performance is consistently beyond expectations
- Solid Performance
  - Performance consistently fulfills expectations and at times exceeds them
- Improvement Needed
  - Performance does not consistently meet expectations
- Unsatisfactory
  - Performance is consistently below expectations. Deficiencies should be addressed as noted in performance appraisal.

Success indicators

- timeliness
- customer satisfaction
- leadership
- quality
- quantity
- initiative/innovation
- resource management
Indicators of quality

- consistency with professional protocols
- professionalism
- ease of use of product or service interaction
- appropriateness
- completeness
- polished appearance
- continued growth or stability
- going the extra mile
- judgment shown
- sophistication of technique
- interest generated
- comfort
- satisfaction
- attention to detail
- materials used
- freedom to operate
- anticipation of needs

Writing the performance appraisal narrative

**Behaviors:** What they did

**Results:** What they accomplished

**Impact:** The difference they made

customer satisfaction
initiative/innovation
leadership
resource management
Questions?
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Good luck!