

Chapter 1 : The appraisal interview - notes for the appraiser

Conducted between an employee and manager, an appraisal interview discusses job expectations, work performance and possible areas of growth for the worker. The appraisal interview is also a chance for an employee to iron out any concerns. One of the best ways for an employee to increase productivity.

Appraisal interview In essence, to lead employees means speaking with them The manager and his employees frequently meet each other in daily work situations. The distinctions between these forms of communication are often blurred – sometimes intentionally, and sometimes due to a specific corporate culture. One form of communication should clearly be demarcated, regarding both the contents and the process: The aims of the appraisal interview can be as follows: The appraisal interview is a structured and targeted discussion between the manager and his employee subordinate , following defined roles and communication rules, and clearly limited in time and content. Which elements the interview comprises is determined together with the customer and depends on the desired objective. Critical issues in developing and implementing a structured appraisal interview are as follows: What is the aim of the interview? Which elements is the interview to comprise? How often, when and how long should appraisal interviews take place? How are the manager s and employees to prepare for the discussion? How are the roles of those conducting the interview defined? What are the given rules of interaction? How is success of the interview measured? What sanctions are applied if the rules are not observed adhered to? Theory is all well and good – what about practice? Managers can be sensitized to critical moments that occur in the course of the appraisalinterview by means of implementation workshops. In addition, managers should be prepared and coached for the detailed planning, execution and subsequent processing of the interview itself. For this purpose we can provide our know-how and moderating skills. Advantage of our approach:

Appraisal Definition: An appraisal is the act of assessing an employee or a member of a www.nxgvision.com are normally taken place within an interview and are a terms of analysing the performance of that employee.

In this article Sarah Cook looks at how this method can be used to create better awareness of learning needs. The appraisal process It is best practice for managers to hold a performance review meeting once every six months with each of their direct reports. In reality many managers confine this meeting to a yearly discussion, if at all. Some see the review process as a form-filling exercise, which, once done and dusted, is not referred to again until the following year. An appraisal should be the formal element of an on-going and active performance management process. For existing employees i. The Performance Cycle The process begins with the manager jointly setting objectives with the individual. This also provides an opportunity to set expectations for the coming months both of the behaviours required of the individual as well as the standards to which they need to work. In addition many managers use the opportunity to agree ground rules for how they and the direct report as well as the team, want to work together. Development planning forms an important part of the performance management cycle. Best practice is for each individual to have a personal development plan so that they can see in detail the development that they have agreed will provide them more competence and confidence in their role. Throughout the performance management cycle, managers monitor the individual? Feedback and coaching should be an on-going process, which is why it is in the middle of the cycle. The fourth stage of the circle is Performance Review or Appraisal. There should be no surprises here because this is a formal agreement on the discussions that should have been taking place between the manager and the direct report throughout the performance management cycle. The appraisal interview The main focus of the appraisal meeting should be on the individual - they should have at least sixty per cent of the airtime. Often the focus of the appraisal is on form filling, but an effective appraisal relies on a quality discussion, not forms. Looking forward, the reviewer typically focuses their questions on: In summary, the appraisal interview should offer the individual an inclusive, two way review of performance using clear objectives. It should also act as an opportunity for an in depth discussion about training and development needs It also enables members of staff to provide upward feedback to their line manager. Just with the feedback the manager gives their member of staff, this should not be a surprise. The link to competencies If the organisation has a set of competencies for managers and members of staff, the appraisal interview provides a useful opportunity to review how well the individual is meeting these. Competencies are the skills, knowledge and behaviours expected of employees in each area and in each level of the business. Competencies can be linked to role or profession. In addition many organisations have core management competencies that outline the skills, knowledge and behaviours of the management population. As when reviewing objectives, both the manager and the direct report need to provide examples of the levels reached. Where there are shortfalls, this provides both parties with the opportunity to talk about and agree future development needs. If the employee wishes to progress their career, a discussion can also take place around the competencies required in future roles and how these can be developed. Personal development plans Whether reviewing competencies, objectives, achievements or disappointments, the appraisal interview should provide objective information from which to develop a personal development plan [PDP]. This encourages the individual, once an area for improvement has been identified, to do something about it. The PDP should be developed and agreed between the line-manager and the member of staff being reviewed. Personal development planning is a vital component of the appraisal process. Yet, in practice, many managers do not place emphasis on this as part of the performance review. Rather than an annual exercise, it should be a continuous process that ensures that learning and development needs are identified as they arise. After completing the appraisal meeting, individuals should then be able to formulate their personal development plan. To do this, they need to: This will help the individual assess the success of the activity when it has been completed. Best practice is to focus on the development of a limited number of new behaviours, skills or knowledge. This is because effective and measurable improvements are most likely to be achieved on a restricted range of areas. A plan that includes a

large number of improvement areas is likely to be unrealistic. Typically a PDP will outline the details of the learning and development needed, the desired outcomes and the date by when the individual wishes to complete the development. Again, as with the appraisal process, the actual format of the PDP form will vary from organization to organization. It is the fact of having a PDP rather than what the form looks like that counts! Example of Personal Development Plan Details of Learning and Development Required Desired outcomes of the development Desired date of completion of development activity Creating a culture where development is not just training courses Part of the challenge of the manager in helping individuals to identify learning and development opportunities is creating an understanding that learning is not just restricted to training courses. For example development may take place on-the-job as well as by attending a training course. There are a range of learning and development options open to individuals - self-study, e-learning, seminars, conferences and workshops, coaching and mentoring to name but a few. All of which, according to the need may support them in acquiring new skills and knowledge, changing behaviours and keeping abreast of developments in their areas of work. A team away-day or team development day may offer opportunities for enhancing team work and better understanding across the group for example. Where an organization has a competency framework and this has formed part of the review process, the manager can help the direct report to identify which competency areas can be developed. It is often useful to indicate the development opportunities that exist to address these needs. Within certain roles and professions, continuous professional development is integral in supporting the learning and development of all individuals. The key for the manager in guiding the Personal Development discussion with their direct report is to help them best understand their learning style preferences. Then to facilitate a discussion on what are the best methods to address the learning and development need. Part of the conversation should also focus on what support the manager can provide the individual in achieving their development goals. Collating information The appraisal process given that it includes the production of Personal Development Plans, provides the organisation with a useful means of collating information on development needs across the business. One organisation I worked with in the health sector for example, allocated time in the calendar for all managers to complete the performance reviews and so that members of staff had time to fill in a personal development plan. Desired completion date if known The template was then sent to the Learning and Development department. The department transferred the information onto a master spread sheet so that they could log the learning and development requirements of the whole organisation. This allowed them to plan their learning calendar and to arrange interventions which met the specific needs of individuals within each department. It also enabled them to be clear with departmental heads about which learning and development options would need to be self sourced and funded. Providing learning and development interventions that meet the need In practice many organisations do not encourage the development of PDPs, neither are some of them effective at collecting information from the appraisal interview. These offer IT support to line managers and HR professionals so that they can record the outcomes of appraisal interviews and personal development planning discussions straight on-line. With some systems the HR professional can then access this information to allow them to view and amalgamate requirements. However the information is gathered, the key is to provide learning and development opportunities that are fit for purpose. For example if a business uses a competency framework, best practice is to provide learning and development opportunities that match each competency family. You may publish this article in whole or in part. The only requirement is that if in print the article must state - article by Sarah Cook, Stairway Consultancy Ltd, , www.stairwayconsultancy.com. Article by Sarah Cook of the Stairway Consultancy. The code should look like this: If you do not do this you will infringe our copyright.

Chapter 3 : Performance Appraisal Interview

Definition: Appraisal Interview. An appraisal interview is a formal discussion process between an employee and his/her manager. It is one of the best ways for an employee to increase productivity and change work habits.

The following guidelines should be followed when conducting the performance appraisal interview: Create a friendly atmosphere Managers should not only establish a friendly atmosphere at the beginning of the interview, but should also concentrate on putting the employee at ease throughout the interview. Under no circumstances should managers use their position to manipulate or overpower the employee. Ensure that the employee understands the purpose of the interview The manager could explain the objective of the interview as follows: If you have not met the requirements, what can we do to improve your performance? In order to progress, clear plans have to be made jointly with their managers in respect of their own improvement and training. Development depends on the assessment of potential, and although not always pleasant progress will be impaired if weaknesses are not identified. Their own needs and objectives will be appraised in conjunction with those of the organisation. Monitoring of progress will take place through the total system of performance appraisal. Their salary increases will be linked to the result of the performance appraisal. Juniors and beginners can expect to receive ratings that imply that further development is required, because special effort on their part will be required in order to meet the job requirements. A high rating may still go together with constructive suggestions in respect of aspects that can be improved. They have the right to question or challenge their appraisal results through the appropriate channels, in this case, the HR department. Formal grievance procedures may be followed if the employee feels the need to go this route once discussions with his or her manager and a HR representative have taken place. Complete the performance appraisal form together The performance appraisal form should now be completed together, using the preparation forms as a basis for discussion. Two examples of performance appraisal forms are provided below in figures 26 and The first form can be used for general staff, while the second form is designed for managers. The advantage of these two standardised forms with common dimensions for all general staff jobs and all managerial jobs is ease of use, consistency, and getting up to speed quickly. Emphasise the reason for the appraisal. Never get aggressive during an interview, irrespective of what an employee says. Provide enough time for the employee to accept the appraisal “ acceptance of criticism does not always come immediately. Play the ball, not the person. If remarks in respect of personality or behaviour are made, they should never be vague “ say exactly what is meant and substantiate with examples. Provide positive criticism and suggestions. If an area for improvement is discussed, offer a possible solution or an improvement of the method. Be willing to listen and discuss, but be very firm. End the interview with a summary of strengths and areas for improvement, and summarise the plan of action. Where a number of employees perform the same functions under similar circumstances, comparisons can be made to increase the objectivity of the ratings. Managers should give some consideration to the tightening of requirements for all jobs so that the requirements set at a given level or job grade make comparable demands on employees.

Chapter 4 : Managing the Appraisal interview

The Appraisal Interview fosters trust and cooperation within the organizational unit and is valuable for all parties involved. The Appraisal Interview demands for mutual willingness for dialogue, joint evaluation and analysis of.

Appraisal Interview Appraisal Interview The following information refers to a structured, Human Resources managed oral board processes. It does not apply to selection interviews managed by hiring departments. Depending on the type of position you apply for, the appraisal interview process may be the only, or just one of many components of the examination process. Other components of an examination process may consist of, but are not limited to: The types of components anticipated in a testing process, as well as the weight each component carries, are usually outlined in the announcement for that job. The job announcement will give you a good idea of what to expect as well as any testing dates if they have been scheduled. The appraisal interview is one of the more frequently used methods of testing, and is generally weighted heavily when it is used. Your final score determines your placement on the eligible or hiring list. During the appraisal interview process, candidates will go through a structured interview, where they will be interviewed by one or more individuals, who are usually subject matter experts in the field for which you are testing. Therefore, it would be to your advantage to research the position in advance in order to determine what knowledge and skills may be evaluated during the interview process. **Oral Responses** Each candidate will be asked the same basic set of questions, with some follow-up questioning based on the answers given. However, prior to beginning the interview, the panel members may ask you to explain any gaps in employment or clarify any inconsistencies related to your job history on your application. Hopefully, you will have done a thorough job documenting your job history on your employment application. The panel will not be able to accept for evaluation any additional materials brought to the interview. Remember, this is an oral test, so do not rely on your application materials to "say it for you. Because the interview time is limited, candidates should try to keep their answers to the questions as concise and as well organized as possible, but at the same time, you need to provide the panel with enough information about your qualifications so they can accurately rate you. Remember that, if you are invited to an interview, you will be asked to discuss your qualifying background during the interview, so be sure you have taken the time to arrange your thoughts and know exactly what you are going to say. Also, remember to relate your background to the job for which you are applying. **Personal Appearance** Personal appearance needs to be considered. While it is not a factor that is measured in the testing process, it is important to present oneself in a professional manner in an oral testing situation, and dressing appropriately is a must. Casual attire, such as jeans or sweatsuits, is not considered professional attire for an oral interview. This is an opportunity to make a closing statement briefly summarizing your qualifications or reinforcing your interest in the position. If there is some particular factor that qualifies you for the job but was not covered in the interview, this is the time to mention it to the panel. **Determining Eligibility** This interview process does not determine which person gets the job; the final selection will be made by the hiring department. The purpose of the interview panel is to determine whether or not a candidates is qualified to be on the eligible list, and to rank the candidates relative to each other. Candidates successful in the appraisal interview process will proceed to the next phase of the examination process according to the selection process outlined in the job announcement. **Notification** Once you complete all the components of the testing process, you will be notified by mail or email depending on your preference the result and information pertaining to the next step in the hiring process. When an eligible list is established, it is generally active for a minimum of six months. Notification for additional openings while the list is active will also be by phone, mail or email, so it is important to remember to notify the Human Resources Department as soon as possible if you have a change of contact information. Good luck in your career endeavors!

Chapter 5 : The Appraisal Interview | Articles

The performance appraisal interview is the first round in the performance appraisal process and this is the round in which the manager communicates his evaluation of the employee's performance during the appraisal period or the time that the employee's performance is being evaluated.

Where do you want to go? How are you going to get there? What do you need to do this? Some questions to consider during the interview Use the information given on the form 3 to develop a context Tell me what you think you have done well? How did you choose what to put into the documentation? What evidence do you feel most confident in? Different people have different views. What difficulties do you see? How are you going to develop this? Do you get opportunity to reflect on your practice? The process of the interview Have you defined some needs form the form 3 documentation? Starting with putting the appraisee at ease - it really is a privilege to be involved in this process What is the appraisees understanding of the process of appraisal? You could go through section 1,2 3, etc, or This might allow you to spend most of the time on the most important issues i. Are there similarities with the Calgary Cambridge model? Some skills Defing the agenda - what are the problems faced? Open questioning Is the interview remaining learner-centred? Search for the positive and celebrate it! During the interview, think about Pacing - are you going at the appraises speed? Relevance of your discussion.

Chapter 6 : Appraisal interview | SMS CONSULTING

An appraisal interview is an exchange between a manager and an employee that is designed to evaluate the employee and create a career development plan.

Judgmental evaluations are the most commonly used with a large variety of evaluation methods. PA helps the subordinate answer two key questions: "Therefore, improving PA for everyone should be among the highest priorities of contemporary organizations". For example, PA can help facilitate management-employee communication; however, PA may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the PA process. There has been a general consensus in the belief that PAs lead to positive implications of organizations. Determination of training needs: It has been noted that determining the relationship between individual job performance and organizational performance can be a difficult task. One of the problems with formal PAs is there can be detrimental effects to the organization s involved if the appraisals are not used appropriately. The second problem with formal PAs is they can be ineffective if the PA system does not correspond with the organizational culture and system. Detrimental to quality improvement: Reviews should instead be based on data-supported, measurable behaviors and results within the performers control. Negative outcomes concerning the organizations can result when goals are overly challenging or overemphasized to the extent of affecting ethics, legal requirements, or quality. Training - Creating an awareness and acceptance in the people conducting the appraisals that within a group of workers, they will find a wide range in difference of skills and abilities. Providing Feedback to Raters - Trained raters provide managers who evaluated their subordinates with feedback, including information on ratings from other managers. This reduces leniency errors. Subordinate Participation - By allowing employee participation in the evaluation process, there is employee-supervisor reciprocity in the discussion for any discrepancies between self ratings and supervisor ratings, thus, increasing job satisfaction and motivation. Many employees, especially those most affected by such ratings are not very enthusiastic about them. There are many critics of these appraisals including labor unions and managers. In some cases they may require that seniority be taken as one of the main criteria for promotion. However, length of job experience may not always be a reliable indication of the ability to perform a higher level job. That is why some employers give senior people the first opportunity for promotion, but the employer may seek to further qualify the employee for that promotion because of their abilities not solely because of length of service. Performance appraisals may provide a basis for assessment of employee merit as a component of these decisions. Some managers may not like to play the role of a judge and be responsible for the future of their subordinates. They may be uncomfortable about providing negative feedback to the employees. Conducting[edit] Human resource management HRM conducts performance management. At the organizational level, performance management oversees organizational performance and compares present performance with organizational performance goals. On the other hand, employees of more discretionary and non-routine jobs, where goal-setting is appropriate and there is room for development, would benefit from more frequent PA feedback. Non formal performance appraisals may be done more often, to prevent the element of surprise from the formal appraisal. Although these measures deal with unambiguous criteria, they are usually incomplete because of criterion contamination and criterion deficiency. Criterion contamination refers to the part of the actual criteria that is unrelated to the conceptual criteria. Criterion deficiency refers to the part of the conceptual criteria that is not measured by the actual criteria. Both types of criterion inadequacies result in reduced validity of the measure. Happy-productive worker hypothesis[edit] The happy-productive worker hypothesis states that the happiest workers are the most productive performers, and the most productive performers are the happiest workers. Published in by Psychological Bulletin, a meta-analysis of research studies produced an uncorrected correlation of 0. Personnel[edit] The personnel method is the recording of withdrawal behaviors i. Most organizations consider unexcused absences to be indicators of poor job performance, even with all other factors being equal; [42] however, this is subject to criterion deficiency. Especially for blue-collar jobs , accidents can often be a useful indicator of poor job performance, [6] but this is also subject to criterion

contamination because situational factors also contribute to accidents. Once again, both types of criterion inadequacies result in reduced validity of the measure. A common approach to obtaining PAs is by means of raters. The most common types of error are leniency errors, central tendency errors, and errors resulting from the halo effect. It is the opposite of the Horns effect, where a person is rated as lower than deserved in other areas due to an extreme deficiency in a single discipline. Rater training is the "process of educating raters to make more accurate assessments of performance, typically achieved by reducing the frequency of halo, leniency, and central-tendency errors". It is not uncommon for rating inflation to occur due to rater motivation i. Typically, the raters use a 5- or 7-point scale; however, there are as many as point scales. This method eliminates central tendency and leniency errors but still allows for halo effect errors to occur. The raters evaluate each subordinate on one or more dimensions and then place or "force-fit", if you will each subordinate in a 5 to 7 category normal distribution. Behavioral Checklists and Scales: The critical incidents method or critical incident technique concerns "specific behaviors indicative of good or bad job performance". A discussion on performance may then follow. The behaviorally anchored rating scales BARS combine the critical incidents method with rating scale methods by rating performance on a scale but with the scale points being anchored by behavioral incidents. In the behavioral observation scale BOS approach to performance appraisal, employees are also evaluated in the terms of critical incidents. In that respect, it is similar to BARS. However, the BOS appraisal rate subordinates on the frequency of the critical incidents as they are observed to occur over a given period. The ratings are assigned on a five-point scale. The behavioral incidents for the rating scale are developed in the same way as for BARS through identification by supervisors or other subject matter experts. Similarly, BOS techniques meet equal employment opportunity because they are related to actual behavior required for successful job performance. Peer assessment is when assessment is performed by colleagues along both horizontal similar function and vertical different function relationship. Self-assessments are when individuals evaluate themselves. Peer ratings has each group member rate each other on a set of performance dimensions. Peer ranking requires each group member rank all fellow members from "best" to "worst" on one or more dimensions of performance. Positive leniency tends to be a problem with self-assessments. The negotiated performance appraisal NPA is an emerging approach for improving communication between supervisors and subordinates and for increasing employee productivity, and may also be adapted to an alternate mediation model for supervisor-subordinate conflicts. A facilitator meets separately with the supervisor and with the subordinate to prepare three lists. What employees do well, where the employee has improved in recently, and areas where the employee still needs to improve. Because the subordinate will present his or her lists first during the joint session, this reduces defensive behaviors. Furthermore, the subordinate comes to the joint session not only prepared to share areas of needed improvement, but also brings concrete ideas as to how these improvements can be made. The NPA also focuses very strongly on what employees are doing well, and involves a minimum of twenty minutes of praise when discussing what the employee does well. The role of the facilitator is that of a coach in the pre-caucuses, and in the joint sessions the supervisor and subordinate mostly speak to each other with little facilitator interference. One common recommendation is that assessment flows from self-assessment, to peer-assessment, to management assessment - in that order. Starting with self-assessment facilitates avoidance of conflict. Peer feedback ensures peer accountability, which may yield better results than accountability to management. Management assessment comes last for need of recognition by authority and avoidance of conflict in case of disagreements. It is generally recommended that PA is done in shorter cycles to avoid high-stakes discussions, as is usually the case in long-cycle appraisals. Research supports five dimensions of OCB: Controversy exists as to whether OCB should be formally considered as a part of performance appraisal PA. Interviews[edit] The performance appraisal PA interview is typically the final step of the appraisal process. Employee reactions[edit] Numerous researchers have reported that many employees are not satisfied with their performance appraisal PA systems. These changes are particularly concerned with areas such as elimination of subjectivity and bias, training of appraisers, improvement of the feedback process and the performance review discussion. Employees tend to be hostile knowing they could be given bad news on their performance. However, employees are most satisfied when bad news is addressed early in the interview and

positive information is saved until the end, so that the meeting ends with a positive feeling. Discrimination can occur within predictions of performance and evaluations of job behaviors. The Employment Opportunity Commission EEOC guidelines apply to any selection procedure that is used for making employment decisions, not only for hiring, but also for promotion, demotion, transfer, layoff, discharge, or early retirement. Therefore, employment appraisal procedures must be validated like tests or any other selection device. Employers who base their personnel decisions on the results of a well-designed performance review program that includes formal appraisal interviews are much more likely to be successful in defending themselves against claims of discrimination. In effect, a PA system created and considered effectual in one country may not be an appropriate assessment in another cultural region. Countries scoring high on assertiveness consider PA to be a way of assuring equity among employees so that higher performing employees receive greater rewards or higher salaries. However, countries scoring lower in assertiveness could employ PA for purposes of improving long-term communication development within the organization such as clarifying job objectives, guide training and development plans, and lessen the gap between job performance and organizational expectations. There are two main aspects to this. The first is in relation to the electronic monitoring of performance, which affords the ability to record a huge amount of data on multiple dimensions of work performance Stanton, Not only does it facilitate a more continuous and detailed collection of performance data in some jobs, e. The second aspect is in mediating the feedback process, by recording and aggregating performance ratings and written observations and making the information available on-line; many software packages are available for this. Mostly, the evidence so far is positive. There is no simple way to completely eliminate these errors, but making raters aware of them through training is helpful. Rater errors are based on the feelings and it has consequences at the time of appraisal. When a manager appraises evaluates his or her employees and the manager uses different standards and expectations for employees who are performing similar jobs. A professor does not grade the exams of all students in the same standards, sometimes it depends on the affection that the professor has towards others. This affection will make professor give students higher or lower grades. The rater must use the same standards and weights for every employee. The manager should be able to show coherent arguments in order to explain the difference.

Chapter 7 : Appraisal Interview | Santa Rosa, CA

Set aside at least an hour to prepare for the performance appraisal. Collect all paperwork relating to the interview, including the employee's job description and her self-appraisal.

Managing the Appraisal interview appraisal interview An interview in which the supervisor and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths. Managing the Appraisal interview. The traditional periodic appraisal typically culminates in an appraisal interview. Here the manager and the subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths. These interviews are often uncomfortable. Few people like to receive or give negative feedback. Adequate preparation and effective implementation are essential. Supervisors face four types of appraisal situations, each with its unique objectives: Your objective is to develop specific development plans. The objective here is to maintain satisfactory performance. The best option is usually to find incentives that are important to the person and sufficient to maintain performance. These might include extra time off, a small bonus, or recognition. Dismissal is often the preferred option. How to Conduct the Appraisal Interview Useful interviews begin before the interview. Set a time for the interview. Interviews with lower-level personnel like clerical workers should take less than an hour. Interviews with management employees often take 1 or 2 hours. Conduct the interview privately with no interruptions. An effective interview requires effective coaching skills. Instead, it is a process. Here the manager will watch the employee to see what he or she is doing, review productivity data, and observe the workflow. Planning the solution is next. This requires reaching agreement on the problem, and laying out a change plan in the form of steps to take, measures of success, and date to complete. With agreement on a plan, the manager can start the actual coaching. Talk in terms of objective work data. Use examples such as absences, tardiness, and productivity. Encourage the person to talk. Make sure the person leaves knowing specifically what he or she is doing right and doing wrong and with agreement on how things will be improved, and has an action plan with targets and dates. Whether subordinates express satisfaction with their appraisal interview will depend on several things. These include not feeling threatened, having an opportunity to present their ideas and feelings and to influence the course of the interview, and having a helpful and constructive supervisor conduct the interview. How to Handle a Defensive Subordinate When a supervisor tells someone his or her performance is poor, the first reaction is often denial. Denial is a defense mechanism. By denying the fault, the person avoids having to question his or her own competence. Therefore, dealing with defensiveness is an important appraisal skill. In his book *Effective Psychology for Managers*, psychologist Mortimer Feinberg suggests the following: Recognize that defensive behavior is normal. Employees may react to sudden threats by hiding behind their defenses. Given sufficient time, a more rational reaction takes over. The supervisor is probably not a psychologist. Offering understanding is one thing; trying to deal with psychological problems is another.

Chapter 8 : Human Capital Review - The Performance Appraisal Interview

The type of appraisal interview that seeks to stimulate growth and development in the employee by discussing the problems, needs, innovations, satisfactions, and dissatisfactions the employee has encountered on the job is the _____ method.

The Performance Appraisal Interview consists of the following three Stages: Preparing for the Appraisal 2. A number of things need to be done in preparation to ensure a fruitful discussion: Did you do what you have undertaken? Study their Performance Record Notes as accumulated throughout the performance period. Consult all other relevant records on their performance. The system allows you to request that they release their Prep Form to you prior to the appraisal check your company policy on this. Agree a mutually suitable date and time for the interview. For more senior and specialist positions, allow even more preparation time. Select a private, comfortable venue where you can meet in a relaxed, unhurried, informal atmosphere, without disturbances or interruptions. Avoid sitting behind a desk during the interview. Rather sit together with the Appraisee in front of your desk or, alternatively, at a conference table. Sitting behind a desk transmits a nonverbal message of formality, reinforcing the "superior-subordinate" relationship. Set aside adequate time for the Appraisal Interview, which may vary in length from 45 to 90 minutes, depending on the complexity and seniority of the position under consideration. A "backward" look at how well previously set Performance Measures and Standards were achieved, and the factors that affected their achievement. A "forward" look at new or adapted Performance Measures and Standards to be achieved during the next performance period. Start with an icebreaker 2. Explain the purpose of the interview 3. Agree Performance Measures and Standards for the next performance period 5. Close on a positive note The online Official Performance Appraisal Form need to be completed by the Appraiser during or immediately after the Appraisal Interview to record the actual performance information, including the ratings and POP notes, as was mutually agreed on by both Appraiser and Appraisee.

Chapter 9 : Performance Appraisal Interviewing, Employee Reviews and Appraisals done Web Based Onli

Demonstrates how to prepare, conduct and follow through with an effective appraisal interview; covers techniques to improve performances, productivity and profits, reinforce loyalty and commitment, and improve internal communication.