

# **CONDUCTING EFFECTIVE PERFORMANCE APPRAISALS**

**Presented by  
The OFFICE OF HUMAN RESOURCES AND THE  
OFFICE OF LEGAL AFFAIRS AND LABOR RELATIONS**

# OVERVIEW

YORK COLLEGE IS WELL ON ITS WAY  
TO CULTIVATING

'A CULTURE OF ACADEMIC AND  
OPERATIONAL ASSESSMENT.'

**EFFECTIVE PERFORMANCE  
APPRAISAL IS A CRITICAL PART OF  
THAT MOVEMENT.**

# **PERFORMANCE APPRAISAL & PERFORMANCE MANAGEMENT**



**ARE TOOLS THAT CAN HELP ALIGN  
UNIT AND INDIVIDUAL PERFORMANCE  
GOALS WITH YORK COLLEGE'S  
MISSION AND GOALS.**

# **PERFORMANCE APPRAISAL AND PERFORMANCE MANAGEMENT**



**PROMOTE EMPLOYEE ENGAGEMENT  
BY COMMUNICATING AN ONGOING  
INTEREST IN EMPLOYEE SUCCESS,  
GROWTH AND DEVELOPMENT**

# **5 WAYS TO ENCOURAGE EMPLOYEE ENGAGEMENT**

(FORBES, JANUARY 2018)

1. Don't Skip Onboarding and Training
2. Set Company Goals
3. Acknowledge Employees
4. Focus on Employee Development
5. Don't Micromanage



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# TRAINING OBJECTIVES

- To Identify Objectives of Performance Appraisal
- Specify Components of Appraisal
- Explain Steps in Appraisal Process
- Questions?

# OBJECTIVES OF APPRAISAL

- Help employees recognize and celebrate achievements; discuss ways to build upon strengths
- Identify obstacles that prevent employee from meeting established goals
- Discuss and assess employee progress towards achieving mastery of core competencies

# OBJECTIVES OF APPRAISAL

- Together, identify strategies to overcome identified obstacles
- Together, set new goals that further support unit and college mission.

# **COMPONENTS OF THE HEO APPRAISAL**

1. ASSESSMENT OF CORE COMPETENCIES
2. SETTING GOALS & OBJECTIVES
3. IDENTIFYING A PROFESSIONAL  
DEVELOPMENT PLAN
4. OVERALL PERFORMANCE RATING



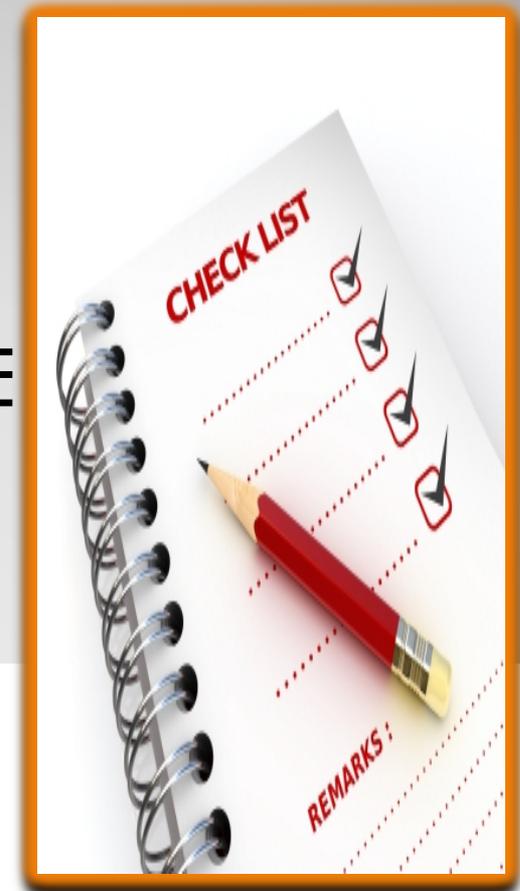


# HEO CORE COMPETENCIES

- Professional/Technical Competence
- Problem-Solving/Decision-Making
- Communication
- Quality of Work Product
- Teamwork
- Customer Service
- Effort and Initiative
- Unit Specific
- Inclusiveness-Diversity
- Strategic Planning and Organizing
- Leadership and Staff Development

# STEPS OF APPRAISAL PROCESS

1. PREPARE FOR THE APPRAISAL MEETING
2. MEET WITH THE EMPLOYEE
3. CONDUCT FOLLOW-UP AFTER APPRAISAL MEETING
4. CONTINUAL FEEDBACK ON PROGRESS



# PREPARING FOR THE MEETING

Review Progress toward achieving previously set goals;

Draft new SMART goals to be discussed

Evaluate how employee has progressed in mastering core competencies

Review existing documentation in employee file since last appraisal

Prepare specific examples to include as part of the discussion



# PREPARING FOR THE MEETING

Do not prepare the performance evaluation form before the meeting

Consider using a blank form marked as 'DRAFT, as a guide during the meeting.

Give the employee advanced notice of the meeting where possible.



## **PREPARING FOR THE MEETING – SPECIAL CONSIDERATIONS**

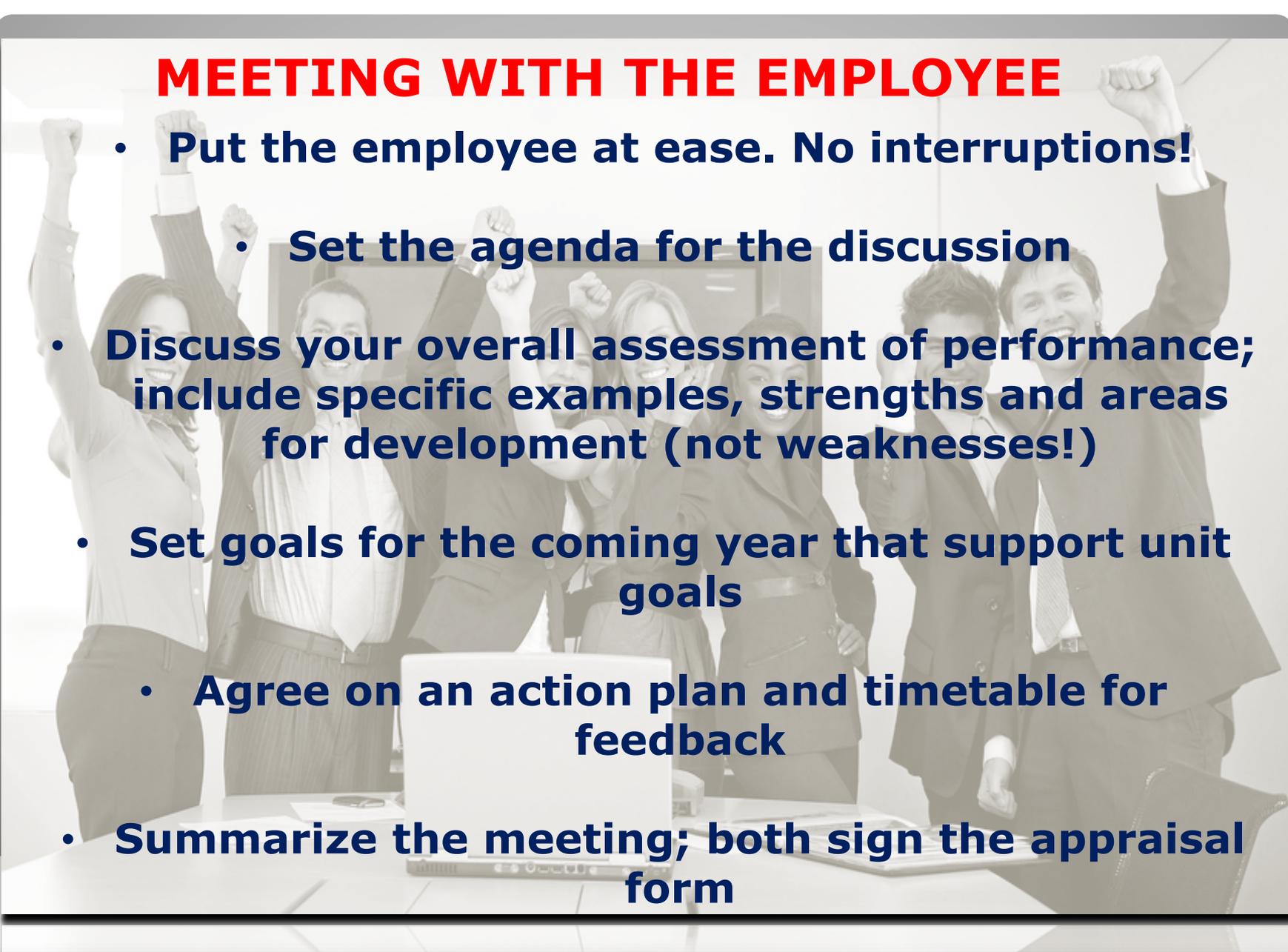
WHEN AN EMPLOYEE HAS 13.3 B Status

WHEN THERE ARE ONGOING  
PERFORMANCE ISSUES

WHEN THE EMPLOYEE IS A LABOR  
REPRESENTATIVE

CONSISTENCY & EQUITY

## **MEETING WITH THE EMPLOYEE**

- **Put the employee at ease. No interruptions!**
  - **Set the agenda for the discussion**
  - **Discuss your overall assessment of performance; include specific examples, strengths and areas for development (not weaknesses!)**
  - **Set goals for the coming year that support unit goals**
    - **Agree on an action plan and timetable for feedback**
  - **Summarize the meeting; both sign the appraisal form**
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- An Awkward Performance Appraisal

**WHY ONGOING FOLLOW-UP  
MATTERS....**

## IMMEDIATE AND ONGOING FOLLOW-UP

Ask the employee to evaluate their own performance on the job

Ask for feedback about how you can best support him/her as manager

Discuss your overall assessment of performance; include specific examples

As soon as is practicable, memorialize the meeting in writing and in summary form.

Conduct check-ins that correspond to the agreed upon timetable.



**QUESTIONS?**

**PERFORMANCE REVIEWS ARE DUE  
BACK TO HUMAN RESOURCES BY  
FEBRUARY 24, 2021**

**BEST WISHES FOR  
PRODUCTIVE  
CONVERSATIONS!**