

ONLINE PERFORMANCE APPRAISAL SYSTEM (OPAS – AT Staff) USER MANUAL (APPRAISER/HOD)



This User- Manual introduces the functionalities related directly to creating, completing, editing and routing the performance appraisal involved in the completion of the Online Performance Appraisal System for Administrative and Technical Staff.

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Office of the Campus Registrar - Human Resource Management
Division
Organizational Development & Employment Services*

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INTRODUCTION

Overview

This manual introduces you to the functionalities involved in the completion of the Online Performance Management Manual that relates directly to creating, completing, editing and routing the performance appraisal.

Objectives:

By the End of This Training, you should be able to:

- Describe the Online Performance Appraisal Process
- Complete the Online Performance Process
- Track the Appraisal Document along the process

Some Definitions:

Appraisee The member of staff whose performance is under scrutiny

Appraiser The immediate supervisor of the member of staff under scrutiny

Assessment Period The nine month period under review

Head of Department The designated Head of the Unit/Department.

Save This allows you to create the document as draft return to complete the performance appraisal at a later time.

Submit This allows you to route the completed appraisal to other parties in the appraisal process.

Status This shows whether the appraisal is pending or completed and allows you to keep track of the appraisal.

Navigation A map of the tabs that you will have to click in order to reach the designated screen.

Step 1. Getting Started

The Online performance appraisal process at the University of the West Indies begins with the generation of an appraisal template. In order to generate a template, the supervisor should log onto the PeopleSoft system using his or her domain ID and password. Thereafter, he/she will complete to staff appraisal using the following navigation:

Manager self Service >> Performance Management (Mona) >> Performance Documents >> [ATS Appraisal \(Supervisor\)](#)



Select *Performance Management (Mona)* and then *Performance Documents*

Menu

Search:

- ▶ My Favorites
- ▶ Self Service
- ▶ **Manager Self Service**
 - ▶ Mona Recruiting
 - ▶ Absence Management
 - ▶ Job and Personal Information
 - ▶ Compensation and Stock
 - ▶ Learning and Development
 - ▶ Performance Management
 - ▶ **Performance Management (Mona)**
 - Review Transactions
 - Establishment (Mona)
 - Expired Contracts
- ▶ Recruiting
- ▶ Workforce Administration
- ▶ Benefits
- ▶ Compensation
- ▶ Stock
- ▶ Time and Labor
- ▶ Payroll for North America
- ▶ Global Payroll & Absence Mgmt
- ▶ Payroll Interface
- ▶ Workforce Development
- ▶ Organizational Development
- ▶ Enterprise Learning
- ▶ Workforce Monitoring
- ▶ Pension
- ▶ Campus Community
- ▶ Student Recruiting
- ▶ Student Admissions
- ▶ Records and Enrollment
- ▶ Curriculum Management
- ▶ Financial Aid
- ▶ Student Financials
- ▶ Academic Advisement

Main Menu >

Manager Self Service

[Edit "Manager Self Service" Folder](#)

Navigate to self service information and activities for people reporting to you.

| | | |
|---|---|---|
| <p>Mona Recruiting</p> <p>Mona Recruiting for Manager Self Service</p> <ul style="list-style-type: none"> ▶ Pending Approvals ▶ Find Job Opening ▶ Create Job Opening | <p>Review Transactions</p> <p>Review transactions that you have submitted</p> | <p>Establishment (Mona)</p> <p>Establishment (Mona)</p> |
| <p>Absence Management</p> <p>Manage schedules, view and approve reported and payable time, absence and overtime requests, exceptions, and more.</p> <ul style="list-style-type: none"> ▶ Report Absence ▶ 2 More... | <p>Expired Contracts</p> <p>Expired Contracts</p> | <p>Job and Personal Information</p> <p>Manage job and personal information for your employees.</p> <ul style="list-style-type: none"> ▶ View Employee Personal Info ▶ Request Reporting Change ▶ Approve Reporting Change ▶ 23 More... |
| <p>Compensation and Stock</p> <p>Manage salaries for your workforce, either by individual or by group. Review the compensation history and total compensation picture for your direct reports, as well as review their stock option history and vesting status of shares.</p> <ul style="list-style-type: none"> ▶ Request Ad Hoc Salary Change ▶ Approve Ad Hoc Salary Change ▶ View Ad Hoc Salary Chg Status ▶ 9 More... | <p>Learning and Development</p> <p>Add and review information related to learning and development for employees.</p> <ul style="list-style-type: none"> ▶ Team Person Profiles ▶ View Job Profiles ▶ Approve Profiles ▶ 14 More... | <p>Performance Management</p> <p>Plan, evaluate and manage performance and development for your workforce.</p> <ul style="list-style-type: none"> ▶ Performance Documents ▶ Development Documents ▶ Approve Documents ▶ 2 More... |
| <p>Performance Management (Mona)</p> <p>Plan, evaluate and manage performance and development for your workforce.</p> <ul style="list-style-type: none"> ▶ Admin, Tech & Serv Appraisals | | |

Plan, evaluate and manage performance and development for your workforce.

Select *ATS Appraisal (Supervisor)*



The appraiser may generate an appraisal template for a member of staff by any one of the following:

- Searching by Employee Number** – In this case the appraiser enters the ID number of the employee whose appraisal he/she will complete.
- Searching by Assessment Period** – This will populate all the outstanding cases for a specified period
- Conducting a general searching** - This will populate all the persons who report to the appraiser.

ATS Appraisal (Supervisor)

Enter any information you have and click Search. Leave fields blank for a list of all values.

Find an Existing Value

EmpID: begins with → Search by entering staff's I.D#

Empl Rcd Nbr: =

Assessment Category: = Admin, Tech and Service

Assessment Period: begins with → Enter correct assessment period

Name: begins with

Last Name: begins with

Case Sensitive

[Basic Search](#) → or click search button without criteria to get list of all subordinates

Step 2. Completing the Appraisal

Step 2A. Employee Information

Use this page to Select the **Purpose of the Appraisal** and **verify** the length of time you have been supervising the Employee.

| Page Name | Navigation |
|----------------------|--|
| Employee Information | <i>Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Supervisor) > <u>Employee Information</u></i> |

Employee Information
Objectives
Job Factors
Job Factors C1
Development
Comments

SECTION A: EMPLOYEE INFORMATION

| | | |
|----------------------------------|--|-------------------------------------|
| Employee | 10006785 | Mowatt-Cobran, Marie Iona |
| 'Assessment Category | Admin, Tech and Service | <input type="button" value="v"/> |
| 'Assessment Period | <input type="text" value="0001"/> | 08/01/2010 to 07/31/2011 |
| Employee Class | Admn & Tec | <input type="button" value="v"/> |
| Department | <input type="text" value="100319"/> | Registry - Human Res Mgt Div |
| Position | <input type="text" value="00101146"/> | Supervisor HRMIS |
| Position Begin Date | <input type="text" value="04/01/2001"/> | |
| Purpose of Appraisal | <input type="button" value="v"/> <ul style="list-style-type: none"> Acting <li style="border: 1px solid red; border-radius: 50%; padding: 2px;">Annual Interim Other Probation Promotion Transfer Awaiting Supervisor Submission | |
| Appraiser | | Chambers, Leighton Ellsworth Andrew |
| Appraiser's Job Code | | Systems Analyst |
| Time Supervising Employee | <input type="text" value="8"/> | |
| HOD | | Hinds, Allister Earl |
| Progress Status | <input type="button" value="v"/> | |
| Active Status | Active | <input type="button" value="v"/> |

[Employee Information](#) | [Objectives](#) | [Job Factors](#) | [Job Factors C1](#) | [Development](#) | [Comments](#)

Note: Having selected the employee for appraisal, job related information (*such as position, department, name of the HoD and name of supervisor*) concerning the employee will be automatically populated.

Step 2. Completing the Appraisal

ACTIVITY

1. Scroll to the 'Purpose of Appraisal' Tab
2. Select from the Drop-down
3. Scroll to the 'Time Supervising Employee' Tab
4. Insert the length of time this employee has been under your supervision,

Step 2B. Objectives

Use this page to **add objectives, assign ratings and remarks** related to the appraisee's performance.

| Page Name | Navigation |
|------------|---|
| Objectives | <i>Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Supervisor) > Objectives</i> |

Employee Information | **Objectives** | Job Factors | Job Factors C1 | Development | Comments

Employee 10006785 Mowatt-Cobran, Marie Iona
Assessment Category Admin, Tech and Service
Assessment Period 0001

SECTION B: KEY PERFORMANCE OBJECTIVES/STANDARDS/EXPECTATIONS [\(.More\)](#) → strongly advised to expand and read for instructions

| Agreed Objectives (Must have at least 1) | | | | Customize Find View All First 1 of 1 Last |
|--|--------------------------------------|----------------------|-------------------------|--|
| # | Agreed Objective (including metrics) | Level of Achievement | Remarks | |
| 1 | Efficiency in filing | 3-Partially Achieved | good attempt however... | ADD DELETE |
| Total Score 3 | | Average Score | 3.00 | → Automatically calculated |

Notes: Once a rating is assigned to an objective, totals and averages are automatically calculated. Please note that at least 1 objective must be added.

Further Reading on Objective Setting : Objectives should be set at the start of the review Period. Objectives indicate the level of performance of staff is expected to achieve. Such standards ought to be clearly defined in order that staff is cognizant of precisely what the University expects of him. An example: the standard "repair the office furniture within two hours" is more specific than to say "work smarter." Not only does the use of precise performance standards assist in the direction of his work attitude, but also assist the supervisor or head to communicate more accurately the level of performance expected; the immediate supervisor may not agree with the head of department, or vice-versa on what the terminology 'work smarter' means, however, both would agree to the same meaning of "two hours." Objectives must be **SMART (Specific, Measurable; Attainable; Realistic; Timely)**, for example:

Specific: indicates what the staff member will do (achieve attendance and circulate e-mail to all educational lecturers)

Measurable: indicates the minimum attendance rate (at least 100 guests)

Attainable: staff member has the list of all guests to send notification ad conference is held at a time convenient, that is, not conflicting with other conferences

Realistic: networks into other forums regarding Caribbean education sector to be conducted by late 2011.

Timely: conference to be held on May 31. 2012 and all relevant documents to be circulated by December 31, 2011.

(Step 2 Continued)

Step 2C. Assigning Rating to Job Factors

Use this page to **assign ratings and remarks** related to the appraisee's performance in relation to their general attitude and performance to responsibilities and work.

| | |
|-------------|--|
| Page Name | Navigation |
| Job Factors | Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Supervisor) > Job Factors |

Assessment Period 0001

SECTION C: JOB FACTORS [\(.Less\)](#)

NOTE: Please indicate your choice in the rating column. Ratings 2 and 1 are adverse markings. These should be marked only where the worker had been spoken and/or written to during the year in connection with his/her area(s) of work which require improvement,

| | Rating | Remarks |
|--------------------------------------|--|--|
| 1. Time Management/Work Delivery | 4. Very Organised (.More) | shows the ability to effectively |
| 2. Quality of Work | 4. Above Average (.More) | customers are normally pleased |
| 3. Job Knowledge/Tech. Competence | 4. Well Informed (.More) | very knowledgeable in field |
| 4. Initiative/Resourcefulness | 3. Moderately Self Starting (.More) | creative and intuitive in use |
| 5. Team Skills | 3. Works Well w/ Co-workers (.More) | very facilitative and cooperative |
| 6. Communicat'n/Interpersonal Skills | 2. Communication Needs Eff (.More) | information may have been |
| 7. Customer Service | 3. Acceptable Manner (.More) | normally very helpful to customers |
| 8. Safety and Health/Security | 3. Maintains Safety Most Times (.More) | |
| 9. Attendance | 5. At work 95-100% (.More) | rarely absent |
| 10. Punctuality | 5. On Time 100% (.More) | always early |
| Total Score | 36 | Average Score 3.60 |
| OVERALL SCORE | 40 | OVERALL AVERAGE 20.00 (.More) |

Information on calculating values.

Save Return to Search Previous in List Next in List Notify

[Employee Information](#) | [Objectives](#) | [Job Factors](#) | [Job Factors C1](#) | [Development](#) | [Comments](#)

Notes: All job factors should be given a rating. Supervisors may provide remarks which are provided to explain the reasons for the rating given in each job factor. Totals and averages are automatically calculated.

Further Reading on Assigning Ratings: The ATS Performance Management Appraisal Policy mandates that heads of department and/or supervisors evaluate ATS staff in keeping with expected standard of merit (p. 4). In an effort to ensure the reliability of the performance appraisal, heads and supervisors should rate their staff in an impartial and unbiased manner. Heads of Department/Appraisers should be mindful of the errors which may impact on the ratings provided ([See Page 9 for a Description of each](#))

ACTIVITIES:

1. Rate all Job Factors
2. Review and Change Ratings as desired.
3. Save

Step 2C2. Assigning Rating to Job Factors for Supervisory Staff

Use this page to **assign ratings and remarks** related to the appraisee's performance in relation to their supervisory responsibilities.

| | |
|----------------|--|
| Page Name | Navigation |
| Job Factors C1 | Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Supervisor) > Job Factors C1 |

SECTION C1: JOB FACTORS - ADDENDUM FOR MGR/ADMIN/SUPERV [\(..Less\)](#)

NOTE: Please indicate your choice in the rating column. Ratings 2 and 1 are adverse markings. These should be marked only where the worker had been spoken and/or written to during the year in connection with his/her area(s) of work which require improvement,

| | Rating | Remarks |
|---|--|-------------------------------|
| i. Leadership and Supervisory Performance | 4. Very Effective (..More) | very prompt and intuitive in |
| ii. Resource Mgmt and Cost Effectiveness | 3. Obtains Adequate Results (..More) | made very good use of limite |
| iii. Staff Development | 3. Always Supports Training (..More) | always encourage and invol |
| iv. Planning and Organising | 4. Effective Planner (..More) | effectively organise and deli |

| | | | |
|----------------------|----|------------------------|-------------------------------|
| Total Score | 14 | Average Score | 3.50 |
| OVERALL SCORE | 28 | OVERALL AVERAGE | 9.33 (..More) |

[Save](#)
[Return to Search](#)
[Previous in List](#)
[Next in List](#)
[Notify](#)

[Employee Information](#) | [Objectives](#) | [Job Factors](#) | [Job Factors C1](#) | [Development](#) | [Comments](#)

Note: Job Factors C1 are only to be completed in respect of an appraisee who has supervisory responsibilities.

Description of Common Rating Errors:

Halo Effect: This occurs when the head or supervisor's overall impression of an employee is grounded on a specific characteristic, for instance appearance or intellect. When rating each factor of a staff member's job, the supervisor may become overly subjective by his overall inkling.

Recency Effect: Here ratings are primarily subjective to current actions that are without difficulty committed to memory. Ratings that unjustifiably reflect current actions can result in incorrect representation of the staff member's job performance throughout the entire rating exercise

Leniency: ratings that are above what the actual job performance permits

Central Tendency. This results when the head of department or supervisor deliberately avoid awarding extreme ratings even when such ratings are justified.

Step 2D. Development

Use this page to **assign ratings and remarks** related to the appraisee's performance in relation to their supervisory responsibilities.

| | |
|-------------|---|
| Page Name | Navigation |
| Development | <i>Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Supervisor) > <u>Development</u></i> |

| | | | | | |
|----------------------|------------|-------------|----------------|--------------------|----------|
| Employee Information | Objectives | Job Factors | Job Factors C1 | Development | Comments |
|----------------------|------------|-------------|----------------|--------------------|----------|

Employee 10006785 Mowatt-Cobran, Marie Iona
Assessment Category Admin, Tech and Service
Assessment Period 0001

SECTION D: PERFORMANCE ENHANCEMENT AND PERSONAL DEVPT PLAN

Areas Recommended for Development

| | | | |
|---|---|--|--|
| <input type="checkbox"/> Technical Skill Development | <input type="checkbox"/> Quality of Work | <input type="checkbox"/> Communication | <input type="checkbox"/> Supervisory/Mgmt Skills |
| <input type="checkbox"/> Planning & Resource Management | <input type="checkbox"/> Customer Service | <input type="checkbox"/> Initiative | <input type="checkbox"/> Team Building |
| <input type="checkbox"/> Leadership | <input type="checkbox"/> Other | | |

Recommended Development Activities [\(.More\)](#)

| | | | | | | |
|--|-----------|----------------------|-----------|----------------------|----------|----------------------|
| <input type="checkbox"/> Job Rotation | From Date | <input type="text"/> | Thru Date | <input type="text"/> | Comments | <input type="text"/> |
| <input type="checkbox"/> Job Enlarge | From Date | <input type="text"/> | Thru Date | <input type="text"/> | Comments | <input type="text"/> |
| <input checked="" type="checkbox"/> Job Enrichment | From Date | <input type="text"/> | Thru Date | <input type="text"/> | Comments | <input type="text"/> |
| <input type="checkbox"/> Other 1 | From Date | <input type="text"/> | Thru Date | <input type="text"/> | Comments | <input type="text"/> |
| <input type="checkbox"/> Other 2 | From Date | <input type="text"/> | Thru Date | <input type="text"/> | Comments | <input type="text"/> |
| <input type="checkbox"/> Other 3 | From Date | <input type="text"/> | Thru Date | <input type="text"/> | Comments | <input type="text"/> |

Recommended Training (Must have at least 1) Customize | Find | View All | First 1 of 1 Last

| # | *Training | Comments |
|---|----------------------|----------------------|
| 1 | <input type="text"/> | <input type="text"/> |

Notes: The appraiser must recommend at least one of the options in 'Area recommended for training'. Where the appraiser selects 'Other', he or she must then go on to indicate the recommended training below.

Step 2E. General Comments & Submit to Appraisee

Use this page to **provide additional comments which further explain the reasons for ratings and describe any opportunities which the appraisee may need for his or her development.**

| | |
|-----------|--|
| Page Name | Navigation |
| Comments | <i>Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Supervisor) > <u>Comments</u></i> |

The screenshot shows the 'Comments' tab of the ATS Appraisal system. The interface includes the following elements:

- Employee Information:** Employee ID 10006785, Name Mowatt-Cobran, Marie Iona.
- Assessment Category:** Admin, Tech and Service.
- Assessment Period:** 0001.
- SECTION E: SIGNING OFF** ([..Less](#))
- Text:** The award of annual increment for regular staff will normally be applied at the specified time of each year, provided that the Human Resources Management Division is not in receipt of an adverse performance report, which must be received at least three (3) months in advance of the due incremental date.
- Supervisor's Comment:** A text box containing the comment "needs to put in more effort".
- Was the appraisal discussed with employee?:** Radio buttons for "Yes" and "No".
- Supervisor Submit:** A button highlighted in yellow.
- Appraisee's Comment:** An empty text box.
- Are you in Agreement with Appraisal?:** A dropdown menu set to "Not Discussed w/ me".
- Appraisee Submit:** A button.
- Footer:** "Appraisals should be discussed with Employees before submission. Press Cancel to stop submission. Press OK to continue submission. (0,0)" with "OK", "Cancel", and "OK (Enter)" buttons.

Notes: After commenting, the appraiser is encouraged to save his or her appraisal. He or she should invite the appraisee to a formal interview at which he or she will discuss the appraisal evaluation given. At the interview, the appraiser may make changes to the document based on feedback from the interview with the appraisee. Once the interview is completed, the appraiser should submit his or her appraisal to the **appraisee**. The appraiser will not be able to make further changes to the document after he/she clicks the submit button and the document is routed to the appraisee. **An appraisal will not be routed to the appraisee unless the appraiser indicates that the appraisal was discussed with the appraisee.**

STEP 3: APPRAISEE'S COMMENTS

The Appraiser will use this page to view comments made by the Appraiser as well as to provide his/her comments on the appraisal.

| Page Name | Navigation |
|------------|---|
| E-Comments | <i>Self Service → Performance Management (Mona) → Performance Documents → ATS Appraisal → <u>E-Comments</u></i> |

Assessment Period 0001

SECTION E: SIGNING OFF
 The award of annual increment for regular staff will normally be applied at the specified time of each year, provided that the Human Resources Management Division is not in receipt of an adverse performance report, which must be received at least three (3) months in advance of the due incremental date.

Supervisor's Comment
 Need to put in more effort.
 Was the appraisal discussed with employee? Yes No
 Supervisor Submit Chambers, Leighton Ellsworth Andrew Date Submitted

Appraiser's Comment
 I will do my best to improve in the year ahead.
 Was this appraisal discussed with you? Yes No
 Are you in Agreement with Appraisal? Fully Agree with Appraisal
 Appraiser Submit Mowatt-Cobran, Marie Iona Date Submitted

HOD's/Dean's Comment
 Recommendation
 HOD Submit Hinds, Allister Earl Date Submitted

HRO's Comment

The Appraiser will:

1. Comment on the appraisal.
2. Indicate whether the appraisal was discussed with him/her
3. Indicate whether he/she is in agreement with the appraisal.
4. Select the 'Appraiser Submit' icon.

STEP 4: HOD'S COMMENTS

The Head of Department will use this page to **provide additional comments**.

| | |
|-----------|---|
| Page Name | Navigation |
| Comments | <i>Manager Self Service >> Performance Management (Mona) >> Performance Documents >> ATS Appraisal (Head of Department)</i> |

Assessment Period 0001

SECTION E: SIGNING OFF
 The award of annual increment for regular staff will normally be applied at the specified time of each year, provided that the Human Resources Management Division is not in receipt of an adverse performance report, which must be received at least three (3) months in advance of the due incremental date.

Supervisor's Comment
 Need to put in more effort.

Was the appraisal discussed with employee? Yes No

Supervisor Submit Chambers, Leighton Ellsworth Andrew Date Submitted

Appraiser's Comment
 I will do my best to improve in the year ahead.

Was this appraisal discussed with you? Yes No

Are you in Agreement with Appraisal? Fully Agree with Appraisal

Appraiser Submit Mowatt-Cobran, Marie Iona Date Submitted

HOD's/Dean's Comment
 Marie continues to excel in her areas of strength and will be given all the necessary assistance to improve in her areas of weakness.

Recommendation Increment Recommended

HOD Submit Increment Recommended Other Recommendation Date Submitted

HRO's Comment
 Seniority/Special Allowance

HRO Submit Operator 10018152 Date Submitted

The Head of Department will:

1. Review the complete appraisal
2. Comment on the appraisal.
2. Make a recommendation in respect of Increments or otherwise
3. Select the 'HOD Submit' icon.

As the appraisal moves through each stage of the process, emails are sent to all parties confirming the movement of the appraisal through the process. Where it remains at a particular stage for too long, reminders are also automatically sent.

Supervisors and Heads of Department are reminded that the OPAS system does not replace the need for ongoing dialogue and consultation in the appraisal process. Below is the Outline of the Business Process.

OUTLINE OF BUSINESS PROCESS

1. Appraiser sets performance objectives and discusses with HOD
2. Appraiser discusses and finalize objectives with Appraisee
3. Appraiser submits agreed objectives to Appraisee
4. Appraisee indicates his/her agreement with objectives
5. Email sent to Appraiser and HOD that Appraisee agrees or disagrees with objectives
6. Appraiser prepares draft appraisal and save.
7. Appraiser discusses draft with employee (mandatory)
8. Appraiser meets with HOD and Appraisee and discusses the appraisal (optional)
9. Appraiser makes amendments to the appraisal instrument, if any, and submits to Appraisee
10. Appraisee makes his/her comments and submits to HOD
11. HOD makes comments and submits to HRMD
12. Email sent to Appraisee and Appraiser that the final appraisal has been submitted to HR
13. For adverse appraisal, employee initiates the Review process

Further Tips for Appraiser/Head of Department in the Performance Appraisal Process

There are four phases involved in an effective performance evaluation process. These are:

-  Performance Planning,
-  Performance Execution,
-  Performance Assessment,
-  Performance Review.

Performance Planning (Step 1)

Before meeting with Supervisor:

1. Review the UWI's strategic plan and your dept's strategic plan.
2. Think about the employee's job and identify the most important goals to be accomplished in this review period.
3. Think about what you consider to be fully successful Performance in each area.

During the meeting with the Employee

- Discuss and agree on the most important skills/abilities for your job.
- Discuss and agree on the personal development plans.
- Agree on the performance objectives for the period in review.

Performance Execution

One fundamental responsibility: **Provide feedback!**

Few advice:

1. Provide performance feedback and coaching to your employee
2. Communicate openly with the employee on progress and problems in achieving objectives

Performance Assessment

This phase involves evaluating the job the employee has done.

Key Responsibilities:

1. Review the performance over the year
2. Collect and collate any documents relevant to the appraisal
3. Consider any revisions needed to key responsibilities, competencies, objectives and development plan for the new performance review period

Performance Review

This phase involves discussing the appraisal document with the appraisee:

Key Responsibilities:

1. Discuss the achievements and disappointments over the period.
2. Compare your assessment of the performance against the employee's self- evaluation.
3. Provide clarification for any assessments or examples that are unclear to the employee.
4. Provide feedback on how to enable further developmental opportunities for the employee.
5. Listen and respond appropriately to the appraisee's comments or concerns.

HOD's/SUPERVISOR'S CHECKLIST FOR PERFORMANCE MANAGAEMENT APPRAISAL

The Schedule

1. Schedule the appraisal review and notify the staff to be appraised in advance.
2. Request that the staff prepare for the session by conducting a performance appraisal assessment of his performance objectives and development objectives.
3. Clearly communicate that the purpose for the appraisal exercise; whether it will be the formal annual performance appraisal, an interim review etc.,.

Preparation for the Appraisal Review

1. Review performance documents collected throughout the appraisal year. Make notation of new developments relating to job functions.
2. Be willing to make specific references to examples of above- or below- ratings of job factors.
3. Head and appraiser should ensure that whenever job performance/functions falls short of expectations, changes that need to be made are determined and decided on. If job performance meets or exceeds standard expectations, discuss this and propose its reinforcement.
4. After the appraisal has been drafted, set it aside for a few days and afterwards review it again.
5. Follow all the steps required by the PMP&PM regarding the appraisal process.

Conducting the Performance Appraisal Review

1. Select a location that is free of distractions in an effort to encourage a candid/frank conversation.
2. Discuss each item as outlined on the appraisal form in the order it appears, taking into consideration both strengths and weaknesses.
3. Be precise and descriptive; do not generalise or become judgmental.
4. Discuss your dissimilarities in an effort to resolve these. Solicit consensus regarding the evaluation. This is however, not necessary. It is OK if an appraisee disagrees with the appraisal.
5. Together discuss and implement strategies for taking corrective action for development.
6. Uphold a professional and reassuring approach as it relates to the appraisal discussion.

"[Never focus] on people's weaknesses rather than on their strengths. The man who always knows what people cannot do, but never sees what they can do, will undermine the spirit of the organisation. Of course, a manager should have a clear grasp of the limitations of his people, but he should see these as limitations on what they can do, and as a challenge to them to do better." Peter Drucker.