

STAFF PERFORMANCE APPRAISAL INTERVIEW CHECKLIST

PLANNING FOR THE INTERVIEW:

- What are the responsibilities of the position? How is the employee fulfilling those responsibilities?
- What are the favorable aspects of performance?
- What are the deficiencies in performance, where improvement is needed?
- Get the facts clear and in order for presentation.
- Prepare specific suggestions to be offered. Have possible goals ready.
- Follow-up action that will ensure improvement.
- Anticipate reaction and be ready to deal with emotion.

BEFORE THE INTERVIEW:

- Let the employee know ahead of time when the formal appraisal will take place and what it will cover (at least two weeks notice).
- Define the goals you want to achieve. These goals should include a general statement of the employee's overall effectiveness and any steps that should be taken to improve performance.
- Review the personal history of the employee (education, training, and experience).
- Review the employee's job description.
- Review any records indicating degrees of performance. Do your best to eliminate personal prejudice, bias, or favoritism from your reasoning.
- Review any records or reports that might give you insight into the employee's career aspirations.
- Consider how the employee meets the requirements of the position as established in the written position description.
- Avoid the "halo effect." Do not let one favorable or unfavorable trait or incident influence your judgment of an employee as a whole.
- Be generous in rating the best of the employee's qualities and be realistic in rating weaknesses. It is unfair to build false overconfidence in an employee.

- Ask yourself, "is this employee's capabilities being put to the best use?" "Is this employee ready for different and greater responsibilities?" If openings are available, should this employee be considered for promotion?"

CONDUCTING THE INTERVIEW:

- Establish the proper climate, serious but not threatening.
- Prepare the employee, notify in advance. Have the employee consider his/her job description, responsibilities, performance and goals before the interview.
- Ask for self-evaluation first. Compare with your evaluation of performance.
- Comment on achievements and improvements, show appreciation of effort. But, also, if the performance is not satisfactory, address the problem(s) directly.
- Avoid sitting in cold judgment. You are a facilitator. This is a collaboration.
- Listen and ask questions.
- Ask what you can do to help the person improve and develop.
- Allow sufficient time.
- Set goals, with a time line, together.
- Follow up on goals and objectives.

AFTER THE APPRAISAL:

The employee and the appraiser will agree on a written overview of the appraisal. It should include:

- A summary of the employee's achievements over the previous year
- Objectives for the next year
- Key elements of a personal development plan
- A summary of the appraisal
- A joint declaration that the appraisal has been carried out properly.