



“Can Your Performance Appraisal System Be Fixed?”

MAP THE GAPS

Consider each statement below as it applies to your current performance appraisal system and select the response that most closely matches your assessment.

System Characteristic	Yes	Maybe	No
1. Managers are held accountable for doing effective appraisals.			
2. Performance is defined and measured at all levels and communicated.			
3. Individuals know how their performance impacts the performance of their work group and of the organization.			
4. High levels of performance are valued, recognized and rewarded.			
5. The system was designed with input from all levels.			
6. The system measures the right things.			
7. Employee accountabilities are tied to the organization’s business goals.			
8. The system measures both results and how they are achieved.			
9. The system is viewed as fair by employees.			
10. Employees understand how the system is supposed to work.			
11. The appraisal process is simple and is not overly time-consuming.			
12. Employees are encouraged to do self-appraisals.			
13. Managers view appraisal as a valuable management tool.			
14. The system impacts recognition and rewards appropriately.			
15. The system impacts promotion and development appropriately.			
16. Ratings are accurate and reflect actual performance.			
17. Managers are timely in doing appraisals and always do them.			
18. Poor performers are provided with developmental opportunities.			
19. Performance problems are dealt with quickly and effectively.			
20. Repeated poor performance results in appropriate consequences.			
21. Managers treat appraisal as a continuous process rather than a one-time event at the end of the performance period.			
22. Feedback is adequate and employees know both what is expected and how they are doing at all times.			
23. Managers are appraised on how well they do appraisals.			
24. Performance standards are consistent across the organization.			
25. Training in performance appraisal is provided for all appraisers.			
26. Training in performance appraisal is provided for all employees.			
27. Managers are skilled in doing appraisals.			
28. Adequate job-related commentary is provided to support ratings.			
29. Parties other than the direct supervisor have input into an employee’s appraisal when they have relevant input to offer.			
30. Ratings are based on performance and not the personal characteristics of the person being rated.			

Totals