



PERFORMANCE APPRAISAL: A Framework

Assumptions:

Everyone needs to know:

- ◆ What's expected of me?
- ◆ How am I doing?
- ◆ What do I need to do to grow and get better?

Purpose(s):

- ◆ Give feedback
- ◆ Help develop/grow
- ◆ Link to pay/rewards
- ◆ Link to business goals
- ◆ Document performance
- ◆ Consider promotability
- ◆ Consider termination

Performance Management Cycle:

- 1 – Set goals
- 2 – Monitor performance (coach and counsel)
- 3 – Evaluate performance
- 4 – Reward performance

frequency: usually annual (employee anniversary hire date; fiscal year, etc.)

Appraisal Form:

- ◆ A **tool:** For setting goals
For monitoring
For evaluation
- ◆ Reflects: **What** people do (responsibilities, objectives)
How they do it (behaviors, culture)