

Agency for Persons with Disabilities Performance Evaluation Training

Time	Slides & Handouts	Notes
:00	Introduction Slide 1	Welcome Housekeeping details: <ul style="list-style-type: none"> • Phones off • Breaks
:10	Icebreaker Slide 2 <u>Handout</u> : critical elements (on tables)	Name and where they work Ask each person to describe a critical element that they exhibit. What do you hope to learn today? (write on whiteboard)
:20	Questions Slide 3	<ul style="list-style-type: none"> • Are your appraisals are effective? • Do you know common appraisal pitfalls? • What are the types of appraisals? • How do you prepare for the appraisal meeting? • How do you manage performance year-around?
	Objectives Slide 4	<ul style="list-style-type: none"> • Skill in writing effective appraisals • Can avoid appraisal pitfalls • Know the nuts & bolts • Able to deliver effective appraisals • Know how to manage performance year-around
:25	Tips for Effective Performance Appraisals Slide 5	<ul style="list-style-type: none"> • Common Rating Errors • Similar to me • Positive Leniency • Negative Leniency • Halo or Horns Effect • Recency Effect
	Tips for Effective Performance Appraisals (con't) Slide 6	<ul style="list-style-type: none"> • Attribution Bias • Stereotyping • Contrast Effect • First Impression • Central Tendency
:30	Tips for Writing the Performance Appraisal – In Advance Slide 7	<ul style="list-style-type: none"> • Know the standards • Stick to those standards
	Setting Expectations Slide 8	<ul style="list-style-type: none"> • What, when, how • Specific • Behavioral • Observable • Measurable • Accurate

:35	Tips for Writing the Performance Appraisal - Ongoing Slide 9	<ul style="list-style-type: none"> • Gather and analyze data throughout the appraisal period • Collect data at regular intervals • Do it openly and without pressure • Document as you give feedback during the year
	Tips for Writing the Performance Appraisal – Ongoing (con’t) Slide 10	<ul style="list-style-type: none"> • What kind of data to gather • Have a record-keeping system • Document, document, document • Use multiple mini appraisals
:40	Gap Analysis Slide 11	<ul style="list-style-type: none"> • Skill problem: don’t know how – need training • Will problem: don’t want to – need managing
:45	Tips for Writing the Performance Appraisal – Review Time Slide 12	<ul style="list-style-type: none"> • Rating the performance • Describe specific facts in the narrative • Giving grades • Determining the overall rating • The narrative portion of the appraisal
	Tips for Writing the Performance Appraisal (con’t) Slide 13	<ul style="list-style-type: none"> • Highlight the best evidence • Give comparison Basis for Qualitative Data • Give more evidence for especially high and low ratings • Use language consistent with your form • Be careful of giving assurances or making promises
:50	Break	
1:00	Nuts & Bolts Slide 14 <u>Handout:</u> Revised Duties on all Position Descriptions <u>Handout:</u> Sample phrases <u>Handout:</u> Career Service evaluation form	<ul style="list-style-type: none"> • Dates • Types: annual, interim, probationary, special • Rating scale • Comments on 1, 2, 4, 5

1:10	The Face to Face Meeting Slide 15	How to deliver an appraisal to an employee <ul style="list-style-type: none"> • Time: preparation & delivery • Prepare yourself • Put employee at ease • Start with praise • Be honest (but tactful) • No surprises • Where would you like to go? <small>(see Manager's Guide to Effective Performance Management, pp. 25-31)</small>
1:20	Pitfalls Slide 16	<ul style="list-style-type: none"> • Inadequately Defined Standards of performance • Overemphasis on recent performance • Reliance of gut feelings • Employee's miscomprehension of performance expectation • Insufficient or Unclear Performance Documentation
	Pitfalls (con't) Slide 17	<ul style="list-style-type: none"> • Inadequate Time Allotment for Discussion • Too much talking by supervisor/manager • Lack of follow up plan • Structuring the Appraisal discussion • Employee Self Evaluation • Managers Evaluation
1:30	Activity Slide 18	Break into teams Sample conversations with employees – scripts, etc. Debrief
1:50	Closing Slide 19	Review objectives: <ul style="list-style-type: none"> • Skill in writing effective appraisals • Can avoid appraisal pitfalls • Know the nuts & bolts • Able to deliver effective appraisals • Know how to manage performance year-around Review expectations on whiteboard
	Closing (con't) Slide 20	Evaluations Certificates