

# **PERFORMANCE APPRAISAL INSTRUCTIONS**

**(Performance Management Cycle: Phases III & IV)**

1. Give the employee a set of questions to answer that will serve as a self-appraisal. Questions should address the following kind of issues:
  - Accomplishments during the appraisal period.
  - What the employee believes to be his/her job strengths and job weaknesses.
  - What does the employee see as short-term and long-term goals.
  - How can the supervisor/university help in the achievement of the employee's objectives.
  - Additional items the employee would like addressed as part of the appraisal.

Set a date and time for the performance appraisal meeting. Have the employee return the answered questions prior to this date. Let the employee know you'll be discussing these items with him/her at the appraisal meeting.

2. Review the employee's assessment of his/her work.
3. Prepare your own written assessment of the degree to which the employee achieved objectives and what the employee did well. Identify any problem areas. Provide comments and examples in support of your judgment regarding the employee's performance. Share your review of the employee's performance with the next level of management prior to meeting with the employee if required.
4. During the appraisal meeting compare and discuss the employee's self-appraisal and your appraisal. Explain the reasons for your appraisal, review the employee's strengths and development needs, and come to a common understanding. Outline goals going forward and frequency of follow-up meetings.
5. Allow the employee to write any comments about the appraisal if he/she wishes to do so. Have the employee sign indicating that the appraisal has been reviewed. Give the employee a copy. Send a copy to Human Resources.