

Performance Appraisal Best Practices

3rd Edition

By Steven M. Bragg, CPA

Table of Contents

Chapter 1 – The Good and Bad Sides of Performance Appraisals	1
Learning Objectives	1
Introduction.....	1
The Performance Appraisal.....	1
Benefits of the Performance Appraisal.....	2
Issues with Performance Appraisals.....	3
Appraisal Biases	6
The Ideal Performance Appraisal Environment.....	6
Performance Appraisal Improvements.....	7
Journal Maintenance.....	7
Timely Feedback.....	7
Bias Minimization	8
Peer Evaluation.....	9
Anonymous Comment Line	9
Forced Ranking Elimination.....	9
Separate Identification of Poor Performers.....	10
Vary Appraisals by Business Type	10
Link Feedback to Corporate Strategy	10
Issue Targeted Feedback.....	10
Problems with Having No Performance Appraisals	11
Summary	12
Review Questions	13
Review Answers	14
Chapter 2 – The Performance Appraisal Process	15
Learning Objectives	15
Introduction.....	15
Manager Preparatory Work	15
Employee Preparatory Work	20
Employee Self-Evaluation	21
Scheduling the Meeting.....	22
The Meeting Environment	22
The Opening Discussion	23
The Performance Discussion	23
Conveying the Message.....	23
The Core Discussion.....	23
Employee Reactions	25
Future Planning.....	26
Raises	27
Difficult Performance Discussions	28
Dealing with Specific Requests	29
Follow up Meetings	30
Listening Skills	30
Bad Manager Behavior.....	31

Table of Contents

Bad Employee Reactions	32
Note Taking	33
The Performance Appraisal Review Form	34
Phrasing Suggestions	36
The Development Plan.....	38
Summary	41
Review Questions	42
Review Answers	43
Chapter 3 – Performance Review Models.....	45
Learning Objectives	45
Introduction.....	45
BARS Model	45
MBO Model.....	46
360-Degree Appraisals.....	47
Universal Performance Interviewing Model.....	48
Summary	49
Review Questions	50
Review Answers	51
Glossary	53
Index.....	55