"HOW TO MANUAL"

PERFORMANCE APPRAISAL SYSTEM FOR
NON-SUPERVISORY STAFF

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# TABLE OF CONTENTS

1.0 **INTRODUCTION TO PERFORMANCE APPRAISALS**
   1.1 The Problem  
   1.2 The Need  

2.0 **OBJECTIVES OF A COMPREHENSIVE SYSTEM**
   2.1 Key Objectives  
   2.2 Benefits of a Comprehensive System  

3.0 **THE MEANING OF "PERFORMANCE APPRAISAL"**  

4.0 **OPTIONS FOR CONDUCTING PERFORMANCE REVIEWS**
   4.1 Narrative Appraisals  
   4.2 Goal Setting and Review  
   4.3 Rating Scales  
   4.4 Critical Incident Method  
   4.5 Employee Ranking Method  

5.0 **ROLES OF SENIOR STAFF**
   5.1 Agree that a Performance Review System is Needed  
   5.2 Review Available Systems  
   5.3 Ensure that One Person Coordinates the System  
   5.4 Provide Orientation and Training  
   5.5 Review Appraisal Comments/Assessment  
   5.6 Seek to Improve the System  

6.0 **WHERE TO BEGIN**
   6.1 Seek Commitment from Council  
   6.2 Council-Staff Discussion  
   6.3 Timing of Reviews  
   6.4 Format  
   6.5 Principles  
   6.6 Performance Appraisals: One Aspect of Supervision  

7.0 **HOW TO CONDUCT THE APPRAISAL INTERVIEW**
   7.1 Schedule Appointment  
   7.2 The Opening Segment  
   7.3 The Middle Segment  
   7.4 The Closing Segment  

8.0 **PROBATIONARY AND TERMINATION EVALUATIONS**
   8.1 Probationary Evaluations  
   8.2 Termination Evaluations  

9.0 **RELATIONSHIP TO COMPENSATION**

- i -
10.0 APPRAISAL OBSTACLES
10.1 Lack of Preparation 39
10.2 Lack of Explanation About the Review 40
10.3 Inexperience in Appraising 40
10.4 Lack of Commitment 41
10.5 Needed to Justify Salary Increase 41
10.6 Lack of Ongoing Feedback 41
10.7 The Hidden Agenda 42
10.8 Failure to Provide Negative Feedback 42
10.9 Changes in Personal Circumstance 43
10.10 Lack of Targetted Training 43
10.11 Inadequate and Time Consuming 43
10.12 Personal judgment 44
10.13 Focus on Minor Issues 44
10.14 Previously Discussed Problems 45
10.15 Infrequent Contact 45
10.16 Concentrating on the Past 45
10.17 Allowing "One Way" Appraisal 46
10.18 Ignoring New Information 46
10.19 Restricted Access to Written Appraisal 46
10.20 The Golden Hair Boy (Halo Effect) 47
10.21 The Tarnished Boy (Horns Effect) 47

11.0 HOW TO PREPARE A PERFORMANCE APPRAISAL 49
1.0 INTRODUCTION TO PERFORMANCE APPRAISALS

Each one of us, regardless of our employment or status, is subject to a performance review by other people. While such performance reviews may not be formalized in many cases, one may assume that they are occurring and that other people are continually observing and passing judgement on our behaviour.

It is our expectation that whatever we say or do will be subject to the judgement of others around us. When we work at a task in an employment situation, the quality of our work is often judged by those to whom we report as well as by those whom we supervise. When we perform community service in the company of others, our work on behalf of our fellow residents may be judged by others in our organization or, indeed by those for whom the service is delivered. Even at social functions, our behaviour may be subject to the review and scrutiny of those around us. Although we can anticipate and often appreciate such appraisals, in some instances, we prefer that the assessment remain quiet or at least anonymous!

When we go to the theatre, invariably we leave with comments of either praise or regret at having attended. At sporting events we frequently play the role of "armchair quarterback" and provide our commentary on how the plays should have evolved.

At such events, our spontaneous feedback is quick and to the point. Because we pay as spectators, we expect that this entitles us to voice an opinion on the quality of the performance. While we may not expect any improvement in the performance based on our comments, we do believe that the players ought to hear our appraisal of their performance.
It therefore appears that in our society it is natural not only to judge the behaviour of our fellows, but to receive their judgment of our behaviour as well. When this judgment or assessment is withheld in a work situation all participants will feel the lack of it and the combined effort suffers as a result.

1.1 The Problem

It is somewhat disturbing, then, to recognize that as the employers of often the largest organization in the municipality, we are frequently guilty of not providing feedback on performance to our own employees. While we pay them to perform their tasks, in many instances we do not provide any useful or immediate comment on the quality of the performance. Instead, we allow our employees to guess at how well they are doing.

When the performance is unusually good, we neglect to pass along our commendation with the view perhaps that the employee should be expected to deliver at such a high standard. Where the performance is minimal or unacceptable, we often comment quickly and sharply in a negative way (or we comment not at all). Instead, we may turn off our attention from the employee with the expectation that our shunning behaviour will cause the employee to "pull up his (or her) socks".

The purpose of an appraisal system is to improve job performance through coaching, ongoing feedback, interviews and developmental plans.

In the absence of regular and formalized performance reviews, our employees may develop traits and behaviors which we consider unacceptable. Because we do not afford the employee the opportunity of feedback, such traits and behaviors may simply become further ingrained into becoming a way of life. Thus, when
we finally do decide to take corrective action, the problem has become so deep-rooted that we are unable to determine where to begin. In many instances, this can lead to a termination of employment.

In other circumstances, an employee may be doing exceedingly well at a particular task. With no positive feedback, the employee is left to guess as to whether or not the performance is as good as he or she thinks and indeed whether or not the quality of the work performed is appreciated by the employer. As a result, the efforts of the employee may lessen and deteriorate or, alternatively, the employee may seek other employment where his or her efforts would be more appreciated. In either circumstance, the results often come as a surprise to us and although we may express regret at our lack of action, in most instances little corrective action is taken.

1.2 The Need

It is the view of Alberta Municipal Affairs that all staff should receive feedback on their performance on a regular, formalized basis because where this is lacking, problems inevitably develop.

The lack of performance reviews is due to a number of factors:

a) Inheriting the tradition of not conducting performance reviews;

b) A lack of expertise and appropriate formats for conducting such reviews;

c) Apprehension about what the review may reveal in terms of the intention of the employer;

d) The feeling that performance reviews automatically infer a salary increase;

e) The perception by employees that written performance appraisals, due to the forms used, result in less than a full and honest picture being provided to the employee and thus a greater likelihood of lawsuit should an employee be dismissed.
It should be recognized that, while each one of these concerns may be valid in some instances, they do not represent a solid base of reasoning for not proceeding with a comprehensive system of performance appraisals. These problems are largely of our own doing and thus largely within our power to correct.

The benefits of performance reviews have been established time and again in a variety of circumstances and are well recognized by both private and public sector organizations. While the abuse of performance appraisals may lead to some of these problems, the potential of such problems does not excuse a lack of employee reviews in our municipalities.

The potential benefits of performance reviews simply far outweigh any potential negative side effects. Councils should not refuse to authorize performance appraisals based on the minimal number of problems which can and do occur. Such a response simply does not recognize the very real benefit to any community in having a comprehensive system of performance reviews. This manual represents an attempt to portray those benefits to both the individual and to the organization and to provide a very straight-forward and relatively simple system for implementing performance reviews.

As a word of caution, we note that both Council and staff should endorse this concept and technique prior to implementation. A motion indicating the support of Council of a system of performance reviews will prove to be very beneficial to the results of your initiative. Council needs to let staff know that they support performance reviews due to the very real benefits which we have described herein.

In summary:
- All of us are subject to the review of others;
- Each one of us engages in assessments of others;
- Many employers do not provide feedback to their employees;
• We miss opportunities to commend above average performance;
• Unacceptable traits and behaviors develop without corrective feedback;
• Often employees must guess at whether or not their employers appreciate their performance;
• The efforts of employees may gradually lessen;
• The lack of performance reviews is due to a number of factors, most of which we could correct.
2.0 OBJECTIVES OF A COMPREHENSIVE SYSTEM

Much of what a municipality does is of a very public nature. Local government is intended to reflect the will of the residents of a community as decided by the elected officials and as carried out by the administration. Given this public nature of municipal work, it is not surprising to find that the electorate continuously judges the policies and activities of Council and administration. This critique of performance may be provided indirectly through resembling discussions at the coffee shop or very bluntly and directly through the power of the ballot form.

Elected officials would prefer to be judged on the basis of their own performance. It is apparent, however, that some of the public's assessment is based upon their view of the administration. The fact that Council members are the ultimate employees of the municipality, makes them accountable for the work of their administration. As a result, it is important that Council members be aware that the judgment of the public may reflect their perception of the quality of performance of the entire corporate structure.

It is our view that there are several key objectives to a comprehensive performance appraisal system. These objectives indicate what a sound system can accomplish.

2.1 Key Objectives

A key objective of a comprehensive performance appraisal system is that it should focus on results as well as more subjective features such as personality traits and work habits. The more junior the employee or the more defined and narrow the range of tasks, the more appropriate it may be to rely on more subjective features. As the employee moves into more senior jobs or those requiring a range of tasks to be performed, greater reliance should be placed on objective considerations.
A well-rounded system should, where practical, require the development of work objectives and expected results, as well as reviewing personality traits and work habits. A second objective of this system is that appraisals should provide opportunities for both the appraiser and the subordinate to discuss both corporate and individual goals, issues and problems. That is, an appraisal session is meant to be a two way dialogue. The supervisor is able to seek input from the subordinate on proposed objectives; the goals of the organization; personal goals; and any ongoing issues or disputes. If the session is conducted in a proper manner, then it should be possible for the employee to feel sufficiently comfortable to provide straightforward, honest comments as to his or her perceptions of the work-place. The key, of course, is to establish a proper climate in which such a two way dialogue can take place. This will require establishing a mutual understanding that points on which there is a difference of opinion will not be used against the employee in further sessions.

A third objective of performance appraisals is that they will be consistently applied across the organization in such a way so as to ensure fairness for all concerned. The municipality should ensure that, to the extent practical, each employee on the same level of the organization receives a performance review within the same guidelines, irrespective of department. This will require that each supervisor be properly and fully trained in the techniques of the particular performance appraisal system so that this degree of consistency can be achieved.

A fourth objective of an appraisal system is that it be a part of an ongoing system of performance review and counselling. In this regard, performance reviews are not to be seen as "stand alone" techniques. Rather, the formal appraisal interview is part of an ongoing and continuous process of assessing and reviewing performance and behaviour of all staff in the organization. Performance appraisal does not simply occur on a once or twice
yearly basis. The system is intended to be dynamic and continuous; not static or temporary.

A fifth objective of performance appraisals is based on the desire of the organization to avoid any legal complications in the event of employee termination. If performance is assessed and reviewed with the employee regularly and honestly, then problem areas will be properly documented. These inadequacies will have been noted by both the supervisor and the employee and plan of action to resolve them will have been agreed to by both parties. Any subsequent termination will reference the inability or unwillingness of the employee to make the necessary performance changes.

A sixth real benefit of conducting performance appraisals lies in the potential use of performance appraisals for establishing useful and practical staff training programs. Where appraisals are not done, management has little to back-up their argument for dollars in the budget to train their employees. If no one assesses the performance of the employees, then how can any assessment be made as to their training requirements?

A seventh objective of conducting performance appraisals lies in the fact that an assessment of performance would be useful prior to finalizing any compensation decision. Thus, depending upon the type of compensation system used by the municipality, some portion of the decision on whether or not to raise employees salaries may be based upon their degree of competence in their work. Before awarding such a salary increase, it would also be useful to have a clear picture of the actual work performance of the individual under review. Otherwise, compensation decisions are made solely on the basis of how long an employee has been with the organization or on some other arbitrary factor.
An eighth objective of performance appraisals lies in the potential for the employee to discuss with the employer areas within their personal circumstances which might be affecting their work performance. It may well be that certain circumstances at home have reduced the performance of the employee. A discussion of these matters might enable the supervisor to be more understanding of what might be good reasons for a temporary reduction in work quality.

A ninth objective is to enable senior staff to recognize the rising stars in the organization and to perhaps accelerate their development and their promotion possibilities. Formalized performance reviews require that the supervisor spend some thoughtful moments assessing the individual's performance and potential. If the assessment is positive it may result in action to promote his or her development as a supervisor. Further, a detailed record of this assessment may well prove useful should the supervisor be asked at a later date for a reference on the employee.

Finally, a comprehensive system of performance appraisal should produce the ancillary benefit of enhanced employee morale due to an increased level of communication. Where ongoing dialogue is a feature of the organization, it is much more likely that an honest and open climate will prevail and employees will approach their duties with increased confidence. If this is the case, it is also predictable that your administration will sense a greater level of motivation and commitment to your organization.

In summary, the following are possible objectives of a comprehensive performance appraisal system:

1. A focus on actual work results rather than solely on subjective features such as personality traits and work habits.
2. Opportunities are provided for both the supervisor and the employee to discuss corporate and individual goals, issues and problems.
3. Fairness for all employees is assured due to the consistent the performance reviews are applied.

4. The formal appraisal interview becomes a part of an ongoing system of performance review and counselling.

5. Possible legal complications arising from an employee termination process are minimized.

6. Practical staff training programs can be based on performance reviews.

7. Compensation decisions are based on performance assessments.

8. Personal circumstances which may temporarily be affecting work performance can be discussed.

9. Fast-trackers in the organization can be readily identified and accelerated in their development.

10. Employee confidence and morale will increase due to greater emphasis on communication across all levels of the organization.

2.2 Benefits of a Comprehensive System

There are various benefits to developing and implementing a comprehensive performance appraisal system. These benefits are tangible in that a properly utilized system will result in an improved organization.

The following benefits will accrue to the organization and to the individual.

A. Organizational Benefits

1. Communication is improved at all levels of the organization. Performance appraisal requires your staff and their supervisors to talk to each other.
2. Performance reviews result in improved individual performances due to a commitment to work on areas of perceived weakness.

3. Individual performances improve when staff are commended for above average performance.

4. Staff training opportunities are planned resulting in a better expenditure of important resources and an improved investment of staff time.

5. If major performance problems are identified, corrective action can be planned. If results are not achieved as desired, the organization can sever the employment relationship with considerably reduced risk of legal repercussions.

B. Individual Benefits

1. Individual strengths are noted and commended. Strong aspects of performance improve due to the motivation resulting from positive feedback.

2. Career counselling can be provided to employees by supervisors who are intent on helping their staff move up in the organization.

3. Areas of performance which need some improvement can be identified and immediate corrective steps can be taken.

4. Positive reviews are the basis of opportunities for promotion and for salary increases.
5. Two way feedback is the basis of a proper review. Not only does the supervisor provide comment on the staff member's performance, the individual employee is given the opportunity to comment, not only on his or her performance but also on personal factors affecting performance and on any organizational problems.
3.0 THE MEANING OF "PERFORMANCE APPRAISAL"

Before proceeding any further with our examination of why performance reviews are important, or how they should be done, let us first examine what we mean by the term "performance appraisal".

A performance appraisal is, well, just that - an appraisal of someone else's job performance. It is an assessment of how well the employee is fulfilling the requirements of the job and the expectations of the employer.

A performance appraisal is also an opportunity to share perceptions of performance. That is, a review session is not meant to be a one-way monologue, with only the supervisor providing his (or her) assessment. Rather, it is intended as a dialogue between the two parties. This assumes that both the supervisor and the employee are made to feel comfortable in the appraisal process and are encouraged to share their perceptions of performance and organizational concerns.

Performance appraisal should combine in some way an assessment of not only the behaviour of the employee, but also the results which the employee has achieved in response to specific objectives. Thus, any performance appraisal format should allow the supervisor to:

- provide comment on the employee's behavior during the course of their work;

- show how that might be related to the success of the individual in completing work tasks; and

- outline specific tasks or objectives which the employee is expected to complete within a particular time. Further, results expected (or objectives) should be quite precise and self-explanatory as well as tied to anticipated completion dates.
Performance appraisal is also a dynamic, continuous process of evaluation and feedback. While a specific session of performance appraisal will occur at a particular point in time, an actual comprehensive process should be viewed as ongoing throughout the course of a year rather than a "stand alone" session to be held once annually. Performance appraisal is an ongoing process of:

- goal-setting;
- review of performance;
- defining job expectations;
- appraising progress; and
- establishing further training needs.

Performance appraisal involves a review and acknowledgement of good performance and examples of outstanding performance, while at the same time providing feedback on any areas of performance which may be leading to problems and which may not be up to expected standards. In essence, performance appraisal includes a discussion of "what is" and "what ought to be".

Performance appraisal can also be defined by describing what it is not. That is to say, many of the things which currently pass for performance appraisal are simply poor attempts at such a process. For example, a performance appraisal session does not mean an automatic salary increase or decrease. While compensation may well be discussed, it is not essential that a discussion about compensation form a part of the performance appraisal session.

Nor is performance appraisal a casual discussion about performance held in the hallway or by the coffee pot. It is a management technique which should be taken seriously and not done "in order to get it over with".

Further, performance appraisal does not involve an exchange of half-truths and misconceptions about performance, but rather an honest and frank exchange of information related to perceived job performance.
Various techniques have been utilized by organizations for conducting performance reviews. In some organizations, a variety of techniques are used in order to assess various categories of employees. Such a multi-technique approach can be valid depending on the number of distinct levels in the organization.

Quite simply, the best approach is the one which you find works best in your organization. Not all approaches will be described here although some of the key techniques will be, in order to outline the relative advantages and disadvantages from our point of view. We believe that a combined subjective (behaviorally-anchored) and objective (MBO) approach will work best. This is described in the forms which follow in the appendix to this manual.

4.1 Narrative Appraisals

Such appraisals feature a fully written, comprehensive analysis of the individual's performance outlining strengths and weaknesses. These appraisals tend to be highly subjective in nature relying on qualities of the individual being appraised rather than on objective or measurable criteria. Narrative appraisals are open-ended descriptions of individual performance based on the outline of duties contained in job descriptions.

4.2 Goal Setting and Review

Such appraisals feature documented goals or objectives which are agreed to by both the supervisor and employee. Criteria are established by which the supervisor and employee are both able to assess whether or not accomplishments matched objectives. Achievements are directly measurable and subjectivity is reduced.
4.3 Rating Scales

These appraisals feature a list of factors which may be described by one word or brief phrases. These often represent personality traits, e.g., integrity, temperament, cooperation, etc. These scales set out preferred behaviour by the employee based on the needs of the organization and demands of the job. Some of these scales are highly defined based on job analysis while others may be highly subjective.

Checklists or lists of job factors are another example of rating scales wherein routine jobs are described according to the nature of tasks required. The employee is then rated on each factor according to the supervisor's impression of how well the person performed, e.g., operated keypunch, filed documents, repaired lawnmowers.

4.4 Critical Incident Method

In this technique of rating performance, the supervisor maintains a file of good and bad performances which occur throughout the year. Such a file then contains actual examples of good and bad performances by the employee. These job-related incidents are then used by the supervisor to derive an overall assessment of how the employee has performed. Such a system is obviously highly subjective and wide open to abuse. Good performances may be ignored or glorified. Poor performances may be magnified or ignored.

4.5 Employee Ranking Method

This technique requires the supervisor to compare employees within the same work group. Employees may be ranked from best to worst; in pairs where one is compared to another employee; according to a
bell curve, where so many are considered to be in the top 20%, so many in the bottom 20%, with the rest in the middle 60%. This technique is not often employed due again to its highly subjective nature and the impact on employees who are placed in the lowest categories.
5.0 **ROLES OF SENIOR STAFF**

If a system of performance reviews is to be successfully implemented, the various roles of senior staff in the process must be clearly understood. As well, there must be a strong degree of commitment to the process by senior staff.

Let us consider some of these roles:

5.1 **Agree that a Performance Review System is Needed**

Senior staff have to carefully review the merits of such a system and agree that it is needed in the organization. If there is no commitment from the top, the rest of the staff will quickly conclude that it is simply not important.

5.2 **Review Available Systems**

There are various systems of performance review available. Some may be more suitable than others. One system may be best for senior, supervisory staff while another will be best for junior staff. A decision is needed as to which will work in your organization.

5.3 **Ensure that One Person Coordinates the System**

In a larger municipality, this may be the personnel officer. In a small municipality, the secretary-treasurer may be responsible.

5.4 **Provide Orientation and Training**

Senior staff will need to ensure that all staff are aware of the purpose and philosophy of the performance appraisal system and that they are trained in its application. This may require an orientation seminar or individual training and guidance.
5.5 **Review Appraisal Comments/Assessment**

The senior staff should be expected to review the assessments conducted by their subordinates on junior employees. Similarly, the manager should review the assessments by the department heads. Depending on the Council's policy, Council, or a committee of Council, may wish to review the appraisals of the manager on his or her department heads.

5.6 **Seek to Improve the System**

From time to time, problems with the system may be noted. Senior staff should review those comments and decide if certain changes are necessitated. This will keep the system current.
6.0 WHERE TO BEGIN

6.1 Seek Commitment from Council

If the performance appraisal process is to be successful in the longer term, then it will be essential that staff ensure that Council is committed to the process. Council may need to be briefed on the merits of such a system and then should be asked to endorse the system by a formal resolution.

Once a commitment has been made to adopt a system of performance appraisal and review, and once there appears to be considerable support for this approach by both Council and senior management, then a discussion should be held with junior staff indicating to them what is intended and how they might play a part in the overall process.

6.2 Council-Staff Discussion

Depending on the size of the community, a committee of Council and the municipal manager should meet with junior staff to discuss the appraisal system. This early review of the objectives of the system will be viewed positively by the staff. In larger communities this should be delegated to the manager.

It may well be that there are questions which arise from junior staff as to the impact of this process on their security of employment, salary reviews, fringe benefits and so on. The employees may want information on how often reviews will be conducted and who specifically will be conducting them. As well, they may want to find out if any appeal to the judgment of the supervisor is available and, if so, what route the appeal should take. These and other questions may come forward during the discussion with your junior staff members.
6.3 Timing of Reviews

Once this initial step is taken care of, consideration should be given to the timing of performance review sessions and the format to be used. It is our opinion that, other than for probationary employees, or those whose performance is in need of serious change, performance appraisal sessions should occur annually with a less structured review at the six month period. In that way, every employee is guaranteed at least an annual discussion with their supervisor on a formal basis with a more informal discussion with the supervisor half-way through the year. This does not, however, preclude additional reviews on occasions when a serious event prompts it.

When should performance reviews take place? While again there are varying schools of thought on this question, it is our view that a performance appraisal should be established on the anniversary date of employment of the employee. In that way, the employee has served a full six months or a year prior to the appraisal session and is given a full review by the supervisor. If all the employees are scheduled for review at the same time of the year, it is our opinion that these sessions are seen more as a "necessary evil" and the tendency is to "get it over with" rather than recognizing the value of the system to the municipality.

6.4 Format

There is no one single "best" format for performance reviews. Quite simply, the best format for your municipality and for the junior staff in your municipality is the one which achieves your objectives for the review. Again, this requires some "up-front" consideration of the objectives for each level of employee. For that reason, we believe that the formats used for junior staff should be distinct and different from that used for department heads which, in turn, should differ somewhat from that used for the Chief Administrative Officer.
The more straightforward and simple the format, the more its degree of acceptance by employees. We do not see any reason to clutter up the format with unnecessary questions or with overly detailed explanations. The format which we have proposed for your consideration in this manual could be adapted to your own specific needs.

You will note, however, that the format proposed for your consideration covers the following significant areas:

1. objective considerations (or results achieved);
2. subjective features; and
3. follow-up steps required

The first section on measurable factors relates to the objectives and standards which you have set for the employee and whether or not the results achieved are those which are desired. In this instance, the performance appraisal can be very specific both in terms of objectives as well as in terms of deadline dates. In fact, the more specific and measurable this section is made, the more reliance the employee will place on the results.

The second area of consideration applies to the employee’s performance in such areas as overall conduct, attitude towards other employees, attitude towards the supervisor, respect for organizational property, general understanding of the position, etc. It may be argued that most of these considerations are highly subjective and therefore difficult to evaluate. That may be so but it does not detract from the necessity of ensuring that your employees are assessed in these important areas. For junior level employees, this section may have the greater relevance, use and acceptability.

To recap, then, timing is very much up to each individual municipality to determine. Attention should be paid to what produces the best results for the employee rather than what reduces the administrative workload. As well, whatever method is chosen with regard to the timing, this should be kept consistent.
6.5 Principles

The following principles should be kept in mind when preparing for, and conducting, the actual appraisal.

1. The format utilized should be consistent for all employees on the same level in the organization.

2. The standards or criteria utilized should be measurable to the extent possible and should be recorded on an ongoing basis.

3. Results achieved by the employee should be compared to the standards or criteria set for this job and not for others.

4. The number of criteria or performance-related factors should be kept as few as possible. These should either be set by the employee or reviewed in-depth with the employee to ensure that a commitment to these outputs is secured.

5. The formalized ratings should be communicated to the employee at regular intervals, preferably twice yearly.

6. The fact that work performance may be affected by changes in the job, domestic environment or health of the employee should be recognized. Performance targets may have to be revised as a result of these changes.

7. The employee should see his or her performance rating prior to the final completion of the appraisal process.

8. The employee should be given the opportunity to comment on the performance rating and to record his or her comments.
9. All employee records should be kept confidential and in designated personnel files. The employee should receive a copy of his or her performance appraisal.

10. Both good and poor performances should be recognized as they occur and should be communicated to the employee on an ongoing basis. The actual appraisal session should be designated to be one of "no surprises". Positive reinforcement and constructive criticism should form integral parts of the process—both on the written form and in verbal comments.

11. Each area of responsibility should be adequately described at the outset and the position description should be updated annually.

12. The employee should be rated on each area of responsibility noting particular problems or successes. Use narrative descriptions wherever possible.

6.6 Performance Appraisals: One Aspect of Supervision

Supervision of employees involves many inter-related aspects, including performance reviews. Supervision involves getting things done through and with other people. This requires the coordination of several functions including:

- **Planning**—reviewing work requirements and objectives and mapping out a plan of action to achieve results.

- **Organizing**—assembling the right people and the appropriate materials and equipment to get the job done.

- **Directing**—supervising on a daily basis the work of subordinate staff and work teams.
• **Controlling** - ensuring that the work is up to standard; correcting any deviations; coaching; counselling.

• **Evaluating** - conducting both ongoing and formal performance reviews.

For the overwhelming majority of employees, the sole objective of the performance appraisal is to help the employee improve performance and to develop. Consequently, if the system places too much emphasis on documenting problem cases to deal more effectively with poor performance, the positive aspects will suffer.

To the extent that performance review documentation is used to justify salary action, the result is often more a matter of fiction rather than solid data on how the employee is actually performing. That is, if the supervisor is intent on justifying why an employee should receive a salary increase, then the performance appraisal may get adjusted accordingly. Feedback of actual information on performance will help employees grow and perform better. Subjective judgments and ratings, if used without objective criteria as well, often tend to de-motivate employees rather than build them up. Too often, performance reviews are a matter solely of judgment on subjective features rather than the provision of factual information.

Ideally, the best way to view the performance appraisal process is as a mechanism which formalizes effective supervisor-employee communication. The process should provide a supervisor with insight to the problems and aspirations of the employees. With this insight, supervisors should be able to assist in establishing objectives and developing meaningful team work.

Employees benefit by being able to examine their achievements and to explore immediate and longer-term objectives with their
superiors. In a positive team environment, the discussion should take place in an atmosphere of mutual respect, with both parties actively participating. Only then does the appraisal process encourage personal involvement, commitment to objectives and the development of teamwork.

Performance appraisal is not a substitute for effective supervision. A supervisor must review the performance of his or her subordinates daily. Positive feedback must be immediate when warranted on a daily basis. Similarly good management does not accumulate lists of errors or omissions and "dump them" on the employee all at once at review time. Instead, problem areas should be discussed at the first opportunity available. In this way, performance review becomes a positive aspect for both rather than an event to be dreaded.
7.0 **HOW TO CONDUCT THE APPRAISAL INTERVIEW**

For new supervisors or for those who have not yet had the opportunity or challenge of conducting an employee's appraisal interview, the thought of doing so can be quite traumatic. Many supervisors may not feel comfortable dealing "one on one" with their employees. Some may lack confidence in praising the performance of an employee who they may know as both an employee and a friend.

One of the most difficult tasks in implementing this system is to convince the supervisor that such a process is neither painful nor distasteful. Instead, the very real and positive benefits for the employee and the organization should be stressed and should be used to encourage the supervisor to proceed with the performance appraisal process.

There are, however, certain steps which should be taken into account to ensure that the appraisal session goes as smoothly as possible. These steps will prove to be helpful to the supervisor in ensuring that careful consideration has been given to the appropriate planning of this session in order to reduce the potential for any problems.

**A STEP BY STEP SYSTEM**

**Plan your Approach**

The supervisor should:

- Spend some quiet time thinking about the appraisal;
- Visualize the employee and his or her performance during the full appraisal period;
- Review the expectations which were agreed to at the outset;
• Review the employee's personnel file; consider changes in performance since the last assessment; review what training was suggested and that which occurred.
CONDUCTING AN APPRAISAL

1 - Plan Approach
   a. Review expectations
   b. Review personnel file

2 - Schedule Appointment
   a. Establish date, time and place
   b. Inform employee

3 - Conduct Interview

A. Opening
   a. Set the tone
   b. Review the format
   c. Outline employee involvement
   d. Review job functions
   e. Discuss agreed expectations

B. Middle
   a. Request employee comments on criteria and performance
   b. Provide employee comments on criteria and performance
   c. Review subjective considerations
   d. Encourage employee comments
   e. Comment on areas of employee strength
   f. Comment on areas requiring improvement
   g. Discuss recommended training
   h. Seek agreement and employee commitment

C. Closing
   a. Get employees' assessment of over-all performance
   b. Give employer's assessment of over-all performance
   c. Discuss future steps, new objective, etc.
   d. Express appreciation for employee co-operation
   e. Indicate salary adjustment if appropriate
   f. Sign appraisal forms
7.1 Schedule Appointment

The supervisor should:

- decide on the best date and time for conducting the review;

- determine the most appropriate place which will be free of interruptions including telephone calls and personal visits;

- set aside sufficient time for conducting the interview (suggested guideline: 30-45 minutes for a junior staff; 45-60 minutes for supervisory staff; 60-90 minutes for managerial staff; allow an extra 30 minutes for problem or probationary staff);

- communicate with the employee; discuss request for an appraisal interview; establish the date, time and place;

- request employee to fill out the appraisal form outlining his or her personal assessment of performance.

The employee should:

- review agreed upon expectations and performance criteria;

- gather any relevant data/information pertaining to his or her performance;

- complete a self-assessment using the form provided;

- ensure that fellow employees are alerted to interview schedule so as to "cover off" the necessary work.
7.2 The Opening Segment

The supervisor should:

- establish a comfortable approach to the interview by setting an appropriate tone; by greeting the employee warmly; by attempting to relax the employee (and the supervisor);

- review the format that he or she intends to follow in conducting the interview;

- outline what involvement the employee might expect to have in the appraisal session; when will the employee be asked for his or her input;

- review key job responsibilities associated with that position;

- discuss mutually agreed job expectations and criteria; outline what was committed to during the original work planning session.

The employee should:

- seek clarification on what is intended by this review;

- ensure he or she is familiar with the format.

7.3 The Middle Segment

The supervisor should:

- request the employee to provide feedback on the job expectations and his or her assessment of results achieved (for junior employees working in a very regulated environment, these results may be difficult to define; the emphasis may be on more subjective features);
• provide feedback to the employee as to the supervisor's assessment of results; highlight any areas where considerable discrepancy exists between the views of the employer vs. employee;

• review subjective considerations, e.g., attitude, teamwork, cooperation, loyalty;

• seek feedback from the employee on these aspects of how the employee is being evaluated;

• provide comments on those aspects of the employee's performance which you consider to be above standard; be specific and use examples where appropriate;

• highlight those areas of performance which may be below expectations or standards; review with the employee and ask for feedback;

• based on strengths and weaknesses of performance, discuss what training would be appropriate; review where training may be available;

• seek commitment from the employee to improve sub-standard areas of performance.

The employee should:

• provide feedback on position expectations and personal performance;

• provide comments to supervisor on subjective aspects of job performance;
• comment on areas of strength and weaknesses;

• discuss training opportunities; outline those which the employee feels would be most suitable;

• commit to seeking necessary improvements; if necessary.

7.4 The Closing Segment

The supervisor should:

• request the employee to comment on his or her total job performance;

• provide feedback to the employee on these evaluative comments and add any additional comments as a summary of assessment;

• discuss the follow-up steps after this appraisal interview, e.g., further appraisals; discussion of next session to set new objectives or targets as appropriate;

• review salary considerations - when will that be adjusted;

• express appreciation for the employee's candid comments and involvement throughout this session;

• sign off appraisal form; forward one copy to personnel file; retain one copy; give one copy to employee.

The employee should:

• provide his or her comments pertaining to the total job performance;
- seek clarification on any follow-up required;

- sign one copy of appraisal form signifying that the session has occurred.
8.0 PROBATIONARY AND TERMINATION EVALUATIONS

8.1 Probationary Evaluations

The intent of a probationary evaluation or assessment is to determine whether or not the employee is capable of assuming those duties on a full time basis. In other words, the employee is rated on his or her potential to take on those tasks which the job requires. The supervisor needs to carefully assess whether or not the employee will "fit" with the organization's requirements and with the specific position duties.

As most personnel problems begin with inappropriate selection of employees, greater care should be exercised here. Small problems should not be overlooked as they may point to larger issues or personality deficiencies. Supervisors should set high standards and expect probationary employees to meet those standards.

If the employee's performance is judged to be inadequate in some areas, but overall potential is high, then the probationary period may be extended for a further one to three months. Regardless of the level of the employee, a full assessment should be possible within six months. In the case of most junior employees, such an assessment should be readily made in the first three months.

8.2 Termination Evaluations

Regardless of a rigorous approach to selection of employees, problem personnel can exist in any organization. The key is for the supervisor to note performance problems early and then provide corrective counselling, retraining and ongoing advice.
When performance problems have been described in a regular appraisal session or during ongoing supervision, the supervisor should take the matter quickly in hand. A frank discussion should take place between the supervisor and employee. The attention of the employee should be focused on the problem area(s). The seriousness of the situation should be underlined.

Background reasons for the problems should be explored. The employee should be asked for his or her view on why these problems have become part of the work performance. The supervisor should ask the employee what needs to be done to correct the problem behaviour and should seek basic agreement and ownership for the necessary changes. These steps should be written down and formally agreed to in writing by both the supervisor and employee.

Depending on the severity of the problem behaviour, the supervisor should request a follow-up evaluation in two weeks to a month. Counselling and assistance should be provided to the employee by the supervisor or a recommended agent, e.g., personnel officer, retraining officer, alcohol treatment counsellor, etc. An in-depth assessment should again be conducted.

If appropriate changes are not forthcoming, the legal requirements should be reviewed relative to dismissal procedures. These should be properly documented through to concluding the termination, if that becomes necessary.
9.0 RELATIONSHIP TO COMPENSATION

It is our view that a performance appraisal should be seen as a valuable function on its own merits. As a result, we do not believe that adjustment to compensation should be discussed at the same time as the appraisal session is conducted. In some instances, municipalities will provide compensation adjustments based on length of service combined with performance while, in other instances, adjustments may be made on other factors.

It is our belief that employees should be rewarded for making notable contributions to the organization in the performance of their jobs and an overall system of compensation should be established which takes into account performance. This will also require that the organization rank and evaluate the jobs in such a way as to preserve equity in the rewards assigned for performance in different jobs.

If compensation is to be discussed during the appraisal session, then that should be handled at the outset. Otherwise, the employee will tend to sit through the appraisal thinking largely of what the supervisor might say regarding salary. Because this may happen, it is our view that the value of an appraisal session may be diminished when a compensation review is combined with the performance review. On the other hand, and unless prevented from doing so by a collective agreement, we believe that compensation should be affected by the results of the appraisal. The relative worth of an outstanding employee's contribution in relation to others who may be putting in minimum effort should be considered.

It is critical to note, however, that organizations must have a sound and defensible performance appraisal system which is well understood by all employees or problems will arise with regard to merit pay.
A workable performance appraisal system must be sound, clearly understood, straight-forward and trustworthy. All supervisors must be trained in implementing the system for evaluating subordinate employees.
Those who have been involved in either conducting performance appraisals or having been the subject of one will recognize that problems can, and do, occur. These problems are often the result of the faulty application of systems and techniques which generally work well but which may, in certain circumstances, not meet the intended consequences. Most frequently, this is due to faulty assumptions or motives about why the appraisal is being done, and how it is being done, rather than being an inherent underlying weakness of performance reviews.

The following list of problem areas is not intended to be all inclusive but rather as "words to the wise" in order that similar problems might be both anticipated and prevented. In the view of others who have had considerable experience with performance reviews, these are generally the most frequent and damaging problems which might occur.

10.1 **Lack of Preparation**

It is apparent that if performance appraisals are to be useful, then a certain amount of preparation should occur. For instance, the careful employer will want to review the previous file on the individual to ensure that he or she is familiar with what comments were provided during the most recent appraisal session. This will enable the reviewer to focus on both strengths and weaknesses which were noted at that point and to commend the employee for progress or to indicate that progress has not been up to expectations. As well, proper preparation will ensure that the supervisor is aware of most of the key issues and objectives which ought to be reviewed in this appraisal session rather than simply being aware of the most recent performances.
This background review ensures that the employee does not have his or her performance judged on the basis of only one outstanding success, or one problem, rather than on the basis of performance achieved over the past six to twelve months. If the employee senses that the supervisor has not reviewed the personnel file, nor has prepared sufficiently for their session, then the value of the appraisal session will be diminished.

As well, the employee should be notified of the appraisal date so that he or she might prepare for the session as well.

10.2 Lack of Explanation About the Review

Unless an appraisal session is properly explained, there may well be some confusion in the minds of the employees and, indeed, the supervisor, with regard to the expected roles in the review session. Thus, the supervisor should be prepared to explain to the employee the process by which he or she will be reviewed, as well as a clear description of the actual steps in this session. This will enable the employee to understand the interview process; to know whether or not he or she has the opportunity to provide comment on the appraisal; and to be aware of how long the appraisal interview might last.

10.3 Inexperience in Appraising

Problems can, and do, occur if the supervisor has not been properly trained in conducting performance reviews. As a result, an inappropriate approach may be taken to the interview and, the appraisal objectives may not be realized. Many supervisors are threatened by the prospect of having to conduct a review session due largely to ignorance with regard to the session objectives and to a lack of experience in conducting such sessions. As a result, employees may be rated too harshly or too highly simply due to a lack of experience by the supervisor. Or, supervisor may rate in such general terms that the employee is left wondering what was said or intended.
10.4 **Lack of Commitment**

A lack of commitment to the process of performance review can often be fatal. Certainly, the degree of enthusiasm with which a supervisor approaches performance appraisals can be most enlightening to the employee being reviewed. If the employee senses that his or her supervisor feels that conducting the session is part of their supervisory obligations, rather than a useful management process, then the employee will see the process as simply a requirement. If performance appraisal sessions are to be productive, there must be full commitment to them. That is, the supervisor must be seen as a very willing participant in this exercise rather than someone who senses that the whole process is a charade, or is of limited value.

10.5 **Needed to Justify Salary Increase**

If either the supervisor or the employee views the performance appraisal process as simply justifying a salary increase, then the key underlying values of performance reviews will largely be lost. An appropriate performance appraisal system should be designed in such a way as to be one of the building blocks in the organization.

10.6 **Lack of Ongoing Feedback**

There is a mistaken view which holds that performance appraisals are held at either yearly or twice yearly intervals. This view suggests that performance appraisals can be neatly compartmentalized into one or two sessions. Instead, it should be recognized that performance reviews are an ongoing process occurring at all times. Each time that the supervisor comes in contact with the employee, assessment occurs. As a result of the day to day contact which does occur between boss and subordinate, there are numerous opportunities to witness each in action. The
way in which an employee responds to direction or to criticism; the method by which problems are tackled; the reaction of the employee to stressful conditions; the response of the employee to praise or criticism - all contribute to a supervisor's evaluation of an employee. Such feedback should be of an ongoing nature rather than sporadic. It cannot simply be put into one or two sessions a year.

10.7 The Hidden Agenda

It should be recognized that there exists the very real possibility that performance appraisals may not necessarily reflect the employee's day to day performance but, rather, be a reflection of other ulterior motives. That is, the supervisor might attempt to use performance review session to "get back at the employee". The supervisor may feel that the employee has not been supportive of the supervisor's initiatives in other areas and may use the performance review sessions to indirectly criticize the employee for a lack of support on those initiatives. Or, the supervisor might want to remove the individual from his or her position without having adequate evidence to do so. The performance appraisal session might be used as a forum to seed concern in the mind of the employee that he or she should be seeking employment elsewhere.

10.8 Failure to Provide Negative Feedback

While the manager might be aware of particular shortcomings in an employee's performance, he or she may be very reluctant to provide critical comment with the hope that the problems will go away on their own accord. The supervisor may feel that if he or she does provide negative comment, that the assessment may not be supported by a senior officer, or by Council. Or, the senior officer may be shy or timid and lack the intestinal fortitude necessary to criticize any employee. Thus, while the supervisor might draw
problem areas to the attention of the employee, their supervisor may not feel comfortable in stressing the seriousness with which he or she views the matter.

10.9 Changes in Personal Circumstance

It is possible that a performance appraisal may not take into account the fact that personal factors can and do exist which may have an influence on the employee's performance. Thus, a sudden death in the family or a marital breakup may give rise to inadequate performance over a short period of time. Or, the individual being assessed may have had particular health problems for a period of time during the appraisal period and, as a result, may not be capable of performing up to previous standards.

10.10 Lack of Targetted Training

One of the real shortcomings of many performance appraisal systems is the inadequate follow-up after the appraisal has been conducted. That is, a comprehensive system points not only to areas of strength but also to areas of weakness or shortcomings which any employee may have. This process of identifying short-gaps in performance should not stop with the appraisal format but, rather, should point the direction towards future training requirements.

As a result, and as an outcome of this process, future staff training should be tied directly to the identification of required skills areas and weaknesses noted during the performance review.

10.11 Inadequate and Time Consuming

For some supervisory employees, performance appraisals are not seen to be particularly productive in terms of increasing performance
within work groups and, as a result, they may abandon the system altogether. The current performance appraisal process may do little more than to serve the minimum requirements of the personnel department (if one exists) or may be an outgrowth of a historical way of conducting performance reviews. There are many systems in place today which do not meet the requirements of the organization. Rather, they are completed due to some misplaced belief that any system is better than no system at all. Quite simply, a non-productive and time-consuming system may well be harmful to the organization rather than helpful.

10.12 **Personal judgment**

Supervisors and employees alike need to understand that a performance review is a process of exchanging perceptions. In other words, the supervisor discusses his or her assessment of the employee performance. The employee contributes his or her rating of that same performance. With the possible exception of concrete, specific objectives to be accomplished, much of the assessment will be based on personal judgment.

10.13 **Focus on Minor Issues**

Supervisors should recognize that a performance review should concentrate on general impressions as well as results achieved in specific areas. Concentrating only on very small issues (unless they point to a change in behaviour or performance) which have arisen over the past six to twelve months, may result in both the supervisor and employee losing focus on perhaps more important issues. Instead, the tendency will be to concentrate on issues of much lesser significance. The supervisor is encouraged to focus on key strengths of each individual employee and on areas which require corrective action. Examples drawn from various incidents may be useful providing that neither the supervisor nor the
employee concentrates on the incident, but rather on the point being made.

10.14 **Previously Discussed Problems**

A formalized session of performance review is intended to bring the assessment of the individual's performance up to date. This requires a discussion of both the successes of the employee as well as any weak areas. However, once these issues have been discussed and corrected they should not be brought up again at subsequent performance sessions, other than to commend the employee for the positive active taken. Instead, supervisors should ensure that the books are closed after the issues have been properly handled and resolved.

10.15 **Infrequent Contact**

Performance reviews lose some of their potential significance if the supervisor relies solely on his or her own judgment where their appreciation of the work of the employee is limited due to inadequate understanding or contact. Where the supervisor is located some distance from the employee, or does not see the work of the employee on an ongoing basis, then the supervisor should attempt to collect the impressions and recommendations of other supervisors with whom the employee has been working.

10.16 **Concentrating on the Past**

Supervisors are missing out on real opportunities to improve the performance of their staff, if they rely upon the appraisal sessions as simply an opportunity to provide an assessment of the work to date. While that appraisal is potentially very useful, supervisors should also be translating his or her assessments of the employee into an action plan for further improvement and thus,
the appraisal session is both a "look back" as well as a "look forward".

10.17 Allowing "One Way" Appraisal

Where the supervisor sits in quiet solitude while the employee appraises his or her own work without reinforcing those statements, the employee is still left to guess at your impressions as the supervisor. It is important that the supervisor reinforces those areas where there is agreement, indicating why the supervisor disagrees with other conclusions and assessments. Again, we want to stress that the appraisal session is a two way dialogue rather than a self dissection or monologue.

10.18 Ignoring New Information

It may well be that during the course of the appraisal session, the employee is able to introduce new information relative to his or her performance which has some bearing on your assessment as a supervisor. If it is appropriate, the supervisor should attempt to incorporate this new information into the appraisal process which may require modifying the assessment of performance as required. That is, the employee may want to present additional information and background as to why certain actions have taken place which the supervisor might feel has had a bearing on the overall performance.

10.19 Restricted Access to Written Appraisal

The performance appraisal process losses considerable significance and relevance to the employee if the supervisor refuses to make available to the employee a copy of the actual appraisal form. The form does not carry any legal weight unless the employee has had an opportunity to review the comments of the employer and to sign the form indicating that indeed the form has been reviewed. The signature on the form does not indicate that the employee
agrees with the assessment but, rather, that the supervisor has made available to the employee the assessment to review. It is our view that the supervisor should go over the assessment of the employee with the employee in the later's presence and request the employee to sign the form at the same time indicating that this process has been undertaken.

10.20 The Golden Hair Boy (Halo Effect)

The halo effect reflects the tendency of a supervisor to evaluate a favored employee highly. This can happen for a variety of reasons:

- The individual did a great job on a specific project recently;

- The employee was rated as outstanding in a previous rating and some of that image has carried over;

- The boss gets along well personally with the employee;

- The employee is judged to have high potential.

10.21 The Tarnished Boy (Horns Effect)

The horns effect reflects the tendency of a supervisor to rate an employee lower than the actual results would justify. Some of the reasons for this happening are:

- a recent project or task was badly mishandled;

- a personality or style clash is evident between the supervisor and employee;
• the boss has overly high expectations and anything less by the employee is badly rated;

• the employee is part of a work group which has been collectively assessed as being of poor quality.
11.0 HOW TO PREPARE A PERFORMANCE APPRAISAL

The actual evaluation instrument is the appraisal form. This becomes the central focus of each appraisal session. It is important in that it acts as the official record of the meeting between the supervisor and the employee.

As an official record of the municipality, the form should be compiled honestly, reflecting as accurately as possible the work of the employee. The form should enable the supervisor and employee to detail all of the critical elements of the job and of the conditions or features which ought to be assessed.

The attached form combines both an objective, results-oriented approach with a more subjective ratings approach. That is, the supervisor and employee need to assess job results as well as job behaviour.

The sections are quite self-explanatory. Both the supervisor and employee should be given the form to prepare independently. During the actual appraisal interview, the supervisor may need to make adjustments to his or her form depending upon the input of the employee.

The opening portion of the format is for the supervisor to complete. This provides space for the employee's name; date appointed to this position; the date when the appraisal interview will be held; the current salary range and salary; when that was last reviewed; and the salary currently being recommended together with the date that is to take EFFECT.

The latter two lines may be left blank if it is the policy of your organization to discuss those aspects relating to recommended salary at a separate time.
Section 1.0 a) Key Work Objectives, requires considerable thought and preparation. Both the supervisor and the employee should give some time to thinking about the basic jobs or projects to be performed by the employee. What are the key elements of this job? What special projects have been assigned? What deadline dates are appropriate?

This section on objectives should be compiled at the commencement of employment and again during separate sessions after each appraisal. This sets the stage for each succeeding assessment.

Then, at the end of the appraisal period, the employee and supervisor complete column (b) Results achieved. This provides the assessment of whether or not the results achieved met their intended targets. Were deadline dates met? Was the quality of reasonable standard?

Section 2.0 through 11.0 focus on specific work-related behaviors. While these are by their nature subjective, a thorough review and discussion of these areas can be useful in adding some objective weight to the assessment. These work behaviors are considered to be central to work performance. Your organization may want to substitute others.

In each instance, not only should a rating be given (i.e., a number of 1 through 3 placed on the appropriate line), but so too should a few written comments be provided. These narrative comments are often considered to be more valuable than any numerical rating.

The rating guide is kept purposefully brief. Too many categories causes rating problems and greater subjectivity. Your employee's performance is satisfactory to you or it is in need of considerable improvement, or it is outstanding. The following definitions may be helpful:

1. Outstanding - performance consistently exceeds all reasonable standards and expectations.
2. **Satisfactory** - objectives are generally met and behaviour is very acceptable virtually all of the time; minor problems may occur but are not of a serious nor repetitive nature.

3. **Needs Improvement** - performance is consistently below standards and expectations; problems occur quite often and may be repeated.

Section 12.0 provides for the supervisor and employee to review and describe Overall Performance Strengths. Areas where the employee consistently does well are described in some detail. The employee is commended for effort, results, initiative, etc.

Section 13.0 allows the supervisor and employee to describe those areas of performance which may need some improvement. This should be dealt with in quite specific terms.

Section 14.0 provides the supervisor and employee with an opportunity to pinpoint the types of training which would be most appropriate both to the job and to the individual. Developmental requirements should be described in some degree of detail so that both the organization and the employee commit to finding appropriate training opportunities.

Section 15.0 provides the employee with the option of adding any **Additional Comments**. There may be areas which were not covered or were inadequately expressed.

Section 16.0 Sign Office requires both to indicate in writing that the review has been done. This is not intended to convey that the employee necessarily agrees with all of the comments contained therein.
It may well be that the job in question is so defined, narrow in scope and repetitive that the management by objectives approach provided for in Section 1 is inappropriate. In such cases it may get omitted entirely. Also, the subjective criteria which are provided in Section 2 to 11 may or may not work for you. Your own format may suit your needs somewhat better.
APPENDIX I

PERFORMANCE APPRAISAL FORMAT

NON-SUPERVISORY STAFF

SAMPLE "A"

Alberta Municipal Affairs
Municipal Services Branch
PERFORMANCE APPRAISAL FORMAT

NON-SUPERVISORY STAFF

Employee's Name

Date Appointed to Position

Date of Appraisal Meeting

Salary Range

Current Salary

Date of Last Revision

Recommended Salary

Date Salary to be Implemented

1. OBJECTIVES AND RESULTS

   a) KEY WORK OBJECTIVES

   b) RESULTS ACHIEVED
### RATING GUIDE

<table>
<thead>
<tr>
<th></th>
<th>Rating</th>
<th>Comments</th>
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<tbody>
<tr>
<td>1</td>
<td>Outstanding</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Satisfactory</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Needs Improvement</td>
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#### 2.0 JOB KNOWLEDGE AND FLEXIBILITY

<table>
<thead>
<tr>
<th></th>
<th>Rating</th>
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<tbody>
<tr>
<td>2.1</td>
<td>Understands the basic requirements of the job</td>
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<tr>
<th></th>
<th>Rating</th>
<th>Comments</th>
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<tbody>
<tr>
<td>2.2</td>
<td>Able to take action in non-routine circumstances</td>
<td></td>
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#### 3.0 QUALITY AND QUANTITY OF OUTPUT

<table>
<thead>
<tr>
<th></th>
<th>Rating</th>
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<tbody>
<tr>
<td>3.1</td>
<td>Produces the required amount of work within the expected time frame</td>
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<thead>
<tr>
<th></th>
<th>Rating</th>
<th>Comments</th>
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<tbody>
<tr>
<td>3.2</td>
<td>Provides quality service; meets all expected standards</td>
<td></td>
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#### 4.0 RELIABILITY

<table>
<thead>
<tr>
<th></th>
<th>Rating</th>
<th>Comments</th>
</tr>
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<tbody>
<tr>
<td>4.1</td>
<td>Can be relied on to work appropriately and within employment policies</td>
<td></td>
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</table>
4.2 Has a high degree of self-reliance; can work independently

5.0 COOPERATION

5.1 Cooperates well with other civic employees on various projects

5.2 Provides assistance where it will be helpful, without being requested to do so

5.3 Seeks out assistance if the work requirements so indicate that the help of others is required.

6.0 INITIATIVE

6.1 Prepared to take the initiative and work in unsupervised situations

6.2 Tackles new projects or extra work without having to be asked
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>7.0</td>
<td>ATTITUDE TOWARDS THE PUBLIC</td>
</tr>
<tr>
<td>7.1</td>
<td>Shows respect towards members of the public; does not deliberately seek to antagonize</td>
</tr>
<tr>
<td>7.2</td>
<td>Always tries to be helpful; has pleasant telephone and personal manners</td>
</tr>
<tr>
<td>8.0</td>
<td>COMMUNICATION SKILLS</td>
</tr>
<tr>
<td>8.1</td>
<td>Communicates well both verbally and through written reports, as the situation warrants</td>
</tr>
<tr>
<td>9.0</td>
<td>ATTENDANCE AND PUNCTUALITY</td>
</tr>
<tr>
<td>9.1</td>
<td>Arrives for work promptly, according to the approved work schedule and/or personnel policies</td>
</tr>
<tr>
<td>9.2</td>
<td>Is in attendance at work on a regular, dependable basis; does not miss work except for absences which are promptly documented</td>
</tr>
<tr>
<td>9.3</td>
<td>Is prepared to stay a bit longer when the circumstances so warrant and/or to work overtime as requested</td>
</tr>
</tbody>
</table>
10.0 APPEARANCE

10.1 Consistently appears at work dressed appropriately for the position and within the bounds of any civic policies governing this area of conduct.

11.0 LOYALTY

11.1 Shows respect to the employer and fellow employees both on and off the work-site.

12.0 OVERALL PERFORMANCE STRENGTHS

13.0 KEY AREAS FOR IMPROVEMENT

14.0 RECOMMENDED COURSES OR TRAINING (As Appropriate and Available)
15.0 ADDITIONAL COMMENTS BY EMPLOYEE


16.0 SIGN-OFF

By signature below, the employee indicates that this review has been discussed with the supervisor and does not necessarily indicate concurrence with all of the statements herein.

Date ____________________________

Employee's Name

Date ____________________________

Employee's Signature

Date ____________________________

Supervisor's Name

Date ____________________________

Supervisor's Signature