Department of Recreation, Park & Tourism Administration
Western Illinois University

Employee Performance Appraisal

Effective employee performance appraisal is important for a number of reasons:

1. To provide *feedback* to employees by identifying (a) successful performance that should be continued and (b) weak performance that must be strengthened.
2. To establish the *relative value* of employees' contributions to the organization so they may receive appropriate *compensation* or other rewards.
3. To determine specific *training* and *development* needs of each employee.
4. To identify employees who have potential for *promotion.*
5. To enhance *communications* between superior and subordinate.
6. To communicate organizational and unit goals and priorities to individual employees.
6. To clarify and improve understanding of employees' *personal goals* and *career concerns*.

Employee performance appraisal focuses on the *job-related* dimensions of the following:

- Personality traits (e.g., loyalty, dependability, congeniality, cooperativeness)
- Job behaviors and work characteristics (e.g., interacts well with participants and co-workers, communicates clearly)
- Accomplishment of work goals and objectives (e.g., submits monthly reports on time, distributes press releases monthly, maintains required budget records, meets programming objectives)

The precise range and combination of these evaluation factors must be made clear to employees, along with the methods by which they will be evaluated, the frequency, the scale or scoring methods that will be used, and by whom.
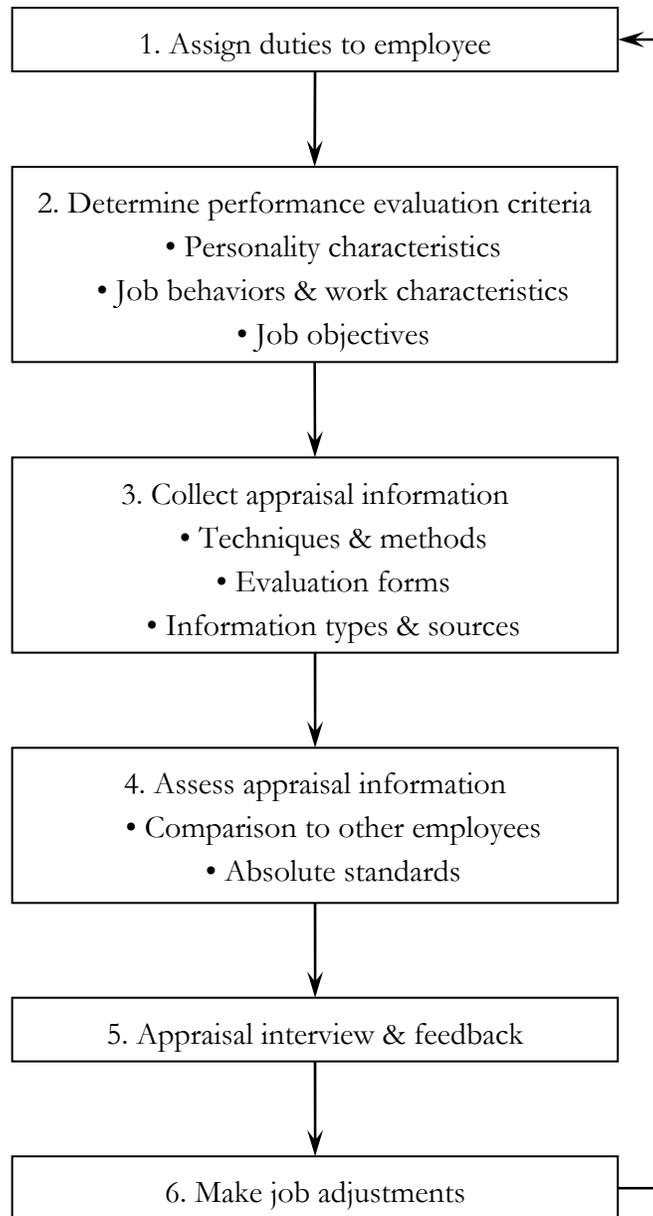
In general, the most effective employee appraisal systems are those that use *multiples:*

- more than one evaluation method.
- more than one source or type of information.
- more than one evaluator.
- more than one time point.

Scoring of evaluation items should be objective whenever possible. Using scales is also very desirable, so long as definitions or examples of scale items are included. Evaluators should indicate the basis of their evaluations (e.g., direct observation, review of attendance records, interview with employee), the source(s) of their information, and the time period for which the evaluation is being conducted.

Evaluations should be as specific as possible regarding why an employee's traits, behaviors, characteristics, and accomplishments are evaluated positively or negatively. In the case of positive evaluations, being specific allows employees to know what they should continue doing. In the case of negative evaluations, being specific allows employees to know what they must stop doing or improve. Evaluators must therefore also provide suggestions or examples of how the necessary improvements can be accomplished. Simply identifying negative performances without also indicating steps to overcome it leaves employees too much on their own, making it unlikely the desired improvements will occur.

Performance appraisal consists of series of related steps that are part of the overall human resources management system. For our purposes, we can identify six steps as diagrammed below.

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┌─────────────────────────────────────────────┐
│          1. Assign duties to employee        │◄──┐
└─────────────────────────────────────────────┘   │
                      │                            │
                      ▼                            │
┌─────────────────────────────────────────────┐   │
│   2. Determine performance evaluation criteria │ │
│          • Personality characteristics        │ │
│       • Job behaviors & work characteristics   │ │
│                • Job objectives                │ │
└─────────────────────────────────────────────┘   │
                      │                            │
                      ▼                            │
┌─────────────────────────────────────────────┐   │
│          3. Collect appraisal information      │ │
│             • Techniques & methods             │ │
│               • Evaluation forms               │ │
│           • Information types & sources        │ │
└─────────────────────────────────────────────┘   │
                      │                            │
                      ▼                            │
┌─────────────────────────────────────────────┐   │
│          4. Assess appraisal information       │ │
│          • Comparison to other employees       │ │
│                • Absolute standards            │ │
└─────────────────────────────────────────────┘   │
                      │                            │
                      ▼                            │
┌─────────────────────────────────────────────┐   │
│        5. Appraisal interview & feedback       │ │
└─────────────────────────────────────────────┘   │
                      │                            │
                      ▼                            │
┌─────────────────────────────────────────────┐   │
│            6. Make job adjustments             │───┘
└─────────────────────────────────────────────┘
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Performance appraisal forms come in all shapes and sizes. Following are some examples that can be adapted to many different settings.

➢ **Simple rating scale**

Rating Factor	Excellent	Good	Average	Below Average	Poor	No Basis for Judgment
Dependability						
Adaptability						

➢ **Descriptive rating scale**

Rating Factor	Outstanding				Satisfactory				Unsatisfactory			
	1	2	3	4	5	6	7	8	9	10	11	12
Dependability: Accepts assigned responsibilities & effectively accomplishes duties in approved manner within established timelines	Employee is unusually self-motivated & reliable; far exceeds expectations regarding initiative & work habits				Employee requires the usual amount of supervision; usually has good work habits & is on time				Employee cannot be relied on; must be closely supervised; is frequently late or absent			

➢ **Weighted checklist** (based on a concession operator but can be adapted to other job types)

Item	Rating	Weight	Item Score
Submits weekly inventory on time		1.0	
Daily cash balance is accurate		3.0	
Work area and counters are clean and neat when not in use		2.0	
Prices are properly posted		1.5	
Occasionally runs sale or special promotion		1.5	
Checks all delivered products before accepting order		2.0	
Displays are clean, attractive, and eye-catching		1.5	

Scoring:

Rating scale 1 (unsatisfactory), 2 (poor), 3 (average), 4 (very good), 5 (excellent)

Enter Rating and multiply by Weight to determine Item Score

➢ **Employee ranking** (based on *Dependability* but can be adapted to other performance measures)

Dependability

Consider the roster of employees whose dependability you are to evaluate. Cross out the names of anyone on the roster whose dependability you cannot assess. Now select the employee you regard as being **most** dependable. Write her/his name on Line 1 in Column 1 below, and cross out that name on your roster. Next, select the employee you regard as being **least** dependable. Write her/his name on Line 10 in Column 2 below, and cross out that name on your roster. Repeat this process until no names are left on your roster.

Column 1: Most Dependable	Column 2: Least Dependable
1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

➢ **Comprehensive performance appraisal** (this form is several pages long)

City of East Overshoe
Department of Recreation & Parks Employee Performance Appraisal Form

Employee's Name: _____

Job Title: _____ Date: _____

Section A: Performance of Assigned Duties

Evaluate the employee's performance based on the specific responsibilities listed on her/his job description (see the left column below). Write the number corresponding to your evaluation rating in the middle column. In the right column, provide at least one example supporting your rating for each job responsibility.

Job Responsibility	Rating	Supporting Examples
1.		
2.		
3.		
4.		
5.		

Section B: Job Performance

Listed below are four categories that relate to job performance. Under each category, enter tasks specific to the employee's job based on the relevant job description. At the end of each category, provide specific examples supporting your ratings.

Knows the job	Outstanding	Competent	Marginal
Demonstrates knowledge of job requirements, skills, procedures, techniques, & principles			
Keeps current on changes in technical knowledge			
Expands knowledge of the job & how it relates to other jobs			
Other			
Other			
Examples:			

Relates to people on the job	Outstanding	Competent	Marginal
Mentors & develops subordinates			
Acts as part of a team			
Practices two-way communication			
Motivates subordinates to accomplish their goals			
Leads by example			
Other			
Other			
Examples:			

Manages the job	Outstanding	Competent	Marginal
Recognizes problems			
Analyzes causes of problems			
Generates alternative solutions			
Sets realistic goals			
Establishes work priorities			
Organizes people & materials effectively to achieve goals			
Handles pressure			
Evaluates results			
Operates within AA/EEO plans			
Other			
Other			
Examples:			

Gets the job done	Outstanding	Competent	Marginal
Initiates solutions			
Follows through			
Meets deadlines			
Achieves balance between work quantity & work quality			
Takes responsibility for actions			
Other			
Other			
Examples:			

Section C: Summary

Employee Name:		Position:	
Unit:		Location:	
Years with agency:	Years in current position:		Years under your supervision:

Comments on Employee's Strengths & Weaknesses

Strengths: Identify two or three of the employee's most significant strengths and/or accomplishments

  1.

  2.

  3.

Weaknesses: Identify two or three weaknesses the employee needs to improve and/or set new goals

  1.

  2.

  3.

Performance Assessment

Overall Rating (circle one):

| Outstanding | Competent | Marginal |

| Previous Rating: | Previous Rating By: | Previous Rating Date: |

If rating has changed, summarize major reason for that change:

Employee's Comments (use additional pages as necessary):

Performance Review & Communication

Review prepared by: _____ Date: _____

Reviewed with employee: _____ Date: _____