



Contents

About This Course	ix
How to Take This Course	xi
Pre-Test	xiii
1 The Performance Appraisal Process: An Overview	1
Objectives of the Performance Appraisal Process	
Obstacles to Achieving Performance Objectives	
Lack of Clarity	
Lack of Mutual Respect	
Managerial Resistance to Participating in the Performance Appraisal Process	
A Common Misperception about Performance Appraisals	
Benefits and Uses of Performance Appraisals	
Benefits and Uses for Employees	
Benefits and Uses for Managers	
Benefits and Uses for the Organization	
Elements of an Effective Performance Appraisal System	
Respective Responsibilities	
Human Resources Practitioners	
Managers	
Employees	
Recap	
Review Questions	
2 Coaching and Counseling	25
Coaching	
Coaching Characteristics	
Spontaneous Coaching	
Planned Coaching	

Counseling	
Counseling Characteristics	
Directive Counseling	
Nondirective Counseling	
Managerial Coaching and Counseling Responsibilities and the Performance Appraisal Process	
Apply Effective Communication Skills to Coaching and Counseling	
Verbal Communication Skills	
Written Communication Skills	
Measure the Effectiveness of Communication Skills	
Recap	
Review Questions	

3 Establishing Standards of Performance 49

Legal Parameters of Measuring Performance	
Key Legislation	
At-will Relationship	
Performance Appraisals and Terminations	
Legal and Job-Specific Language	
Methods of Appraisal	
Common Criteria	
Choosing the Most Suitable Appraisal Method	
Self-Evaluation	
Position Descriptions	
Job Requirements	
Duties and Responsibilities	
Disciplinary Action and Documentation	
Progressive Disciplinary Steps	
Performance Appraisal Forms	
Ways in Which Appraisal Forms Are Effectively Used	
Ways in Which Appraisal Forms Are Ineffectively Used	
Rating Terminology	
Recap	
Review Questions	

4 Preparing for Performance Appraisal Meetings 73

Questions Managers Should Ask Themselves	
Asking Employees to Prepare Self-Evaluations	
Culling Information Upon Which the Appraisal will Be Based	
Position Descriptions	
Employee's Work Record	
Mutually Agreed-Upon Performance Objectives	
Input from Others	
Anticipating Possible Employee Reactions	
Agreeable Reaction	

Contrary Reaction	
Nervous Reaction	
Defensive Reaction	
Silent Reaction	
Overconfident Reaction	
Create an Appropriate Setting	
Privacy	
Minimum Number of Distractions	
Comfortable	
Recap	
Review Questions	
5 The Written Review	93
Why Written Performance Appraisals Are Important	
Justify Salary Increases	
Support Changes in Job Status	
Support Disciplinary Action	
Why Managers Dislike Writing Performance Appraisals	
Viewing Written Performance Appraisals as a Useful Tool	
The Importance of Establishing a Format	
A Seven-Step Format	
Writing Guidelines	
Writing Dos	
Writing Don'ts	
Language Selection	
Recap	
Review Questions	
6 Conducting the Performance Appraisal Meeting	111
Effective Interviewing Skills	
Setting the Stage	
Different Types of Interview Questions	
Talking Versus Listening	
Body Language	
Areas to Be Covered	
Past Performance	
Previously Set Performance Objectives	
New Performance Objectives	
Career Development Plans	
Typical Performance Appraisal Meeting Pitfalls	
Conducting Negative Appraisal Meetings	
Conclude the Meeting	
Manager's Checklist	
Recap	
Review Questions	

7	Special Topics in Performance Appraisal	137
	Creating and Maintaining a Motivating Atmosphere	
	Employee Motivation: An Overview	
	Motivational Theories	
	Motivational Theories in Relation to Employee Performance	
	What Workers Really Want	
	Mentoring	
	Mentoring Programs	
	Mentoring Programs in Relation to Performance Appraisals	
	Managerial Feedback	
	Performance Appraisals for Remote Employees	
	What Is Remote Employment?	
	Performance Monitoring	
	Building a Relationship with Remote Employees	
	Performance Measurement	
	Web-Based Performance Appraisals	
	Advantages of Web-Based Appraisals	
	Disadvantages of Web-Based Appraisals	
	Appraisal Software	
	Recap	
	Review Questions	
	Bibliography	165
	Post-Test	167
	Index	173