

HOW TO PREPARE FOR YOUR ANNUAL PERFORMANCE APPRAISAL

Definition of Performance Management and Performance Appraisals:

A good performance management system is a tool to help managers improve the performance of their employees and, in so doing, achieve their organization's performance goals. In a good performance management system, an employee should be able to track how well he or she is doing as the year unfolds, take corrective action if needed to resolve performance weaknesses, and possibly renegotiate performance goals as circumstances change.

Performance appraisals (*individual in nature*) focus on the year-end rating made by a supervisor of an employee who reports directly to him or her. Performance appraisals are based on judgment. They are an "event," generally "conducted" once a year. **Performance management** (*organizational in nature*) is a broader, more comprehensive process that is future-oriented. It starts with performance planning discussions and focuses on planned performance, with a goal of improvement over the prior year. Appraisals are still a part of the process, but a natural step in the usual year-end review of organization performance.

In contrast to the traditional performance appraisal approach, why is performance management potentially important? The reason is that the process is intended to clarify what employees are expected to accomplish and to help them understand how their efforts contribute to the organization's mission.

Second, when the performance dimensions are job specific, it gives an employee and his or her supervisor a basis for objectively discussing performance, for coaching, and for modifying performance plans as circumstances change. Both can track how the employee is performing; there should be no surprises when the year-end appraisal evaluation is completed.

In general, the employee's performance plan (standards) consists of critical elements and non-critical elements (if used). Performance elements should link directly to an employee's position description. The PD assists in identifying critical competencies required for successful performance on the job. These competencies should be identified in the critical elements of the performance standards. Each standard should include one or more of the following general measures, quality, quantity, timeliness and/or cost effectiveness, as appropriate.

What it is and does: Performance management is recognized worldwide as a critical success factor in helping individuals and organizations achieve their goals. When done correctly, performance management becomes a powerful and effective tool to drive individual and organizational performance. When done poorly, it can create an atmosphere of distrust between managers and employees—ultimately limiting performance and the organization's ability to achieve its full potential.

Why we do it (regulatory): - 5 C.F.R. PART 430—PERFORMANCE MANAGEMENT "Each agency shall establish at least one appraisal program of specific procedures and requirements to be

implemented in accordance with the applicable agency appraisal system. At a minimum, each appraisal program shall specify the employees covered by the program and include the procedures and requirements for planning performance (as specified in §430.206), monitoring performance (as specified in §430.207), and rating performance (as specified in §430.208)."

Employee engagement: Research has repeatedly shown that the attitudes employees hold about their organization, their supervisor, and their job are solidly linked to their performance. The Gallup Organization, perhaps the best known of the employee research organizations, has interviewed over 10 million managers and employees worldwide and analyzed how their attitudes relate to their performance. They found strong linkages between how employees feel about their jobs and their performance. The research led them to classify employees into one of three groups:

Engaged employees work with passion and feel a profound connection to their employer. They feel involved in and enthusiastic about their work. They move the company forward.

Not Engaged employees are essentially checked out. They're sleepwalking through their workday, putting in time—but not energy or passion—into their work.

Actively Disengaged employees aren't just unhappy; they're busy acting out their unhappiness. Every day these workers undermine what their co-workers try to accomplish.

Panelist Introductions:

Our panelists today will speak from three perspectives; the employee, the supervisor and the manager. **Kim Montoya, will be presenting the EMPLOYEE PERSPECTIVE on the panel.** Kim is a Management/Program Analyst, DOI - Bureau of Reclamation, and has over 20 years of federal service in the areas of EEO, HR, and Civil Rights. Kim currently writes policy and oversees Reclamation's Public Civil Rights Program. Kim holds a Bachelors degree in Organizational Management and is actively involved in several non-profit organizations.

Beth Nettles, will be presenting the SUPERVISOR PERSPECTIVE on the panel. Beth is a Supervisory IT Specialist, DOL-Mine Safety & Health Administration, and has over 18 years of federal service with the Departments of Defense and Labor and currently supervises MSHA's Data Management Branch. Beth completed the DOL Management Development Program in 2008 and holds both a Bachelors and a Masters degree in management.

Brian Reilly, will be presenting the MANAGER PERSPECTIVE on the panel. Brian is a Commander, Law Enforcement & Investigations, US Forest Service, and has over 30 years of federal service, is a Navy veteran, a former Police Officer with the Park Police, and an experienced manager in law enforcement investigations, special events and dignitary protection within the Rocky Mountain Region.

Other reference/reading material on the subject: If you are interested in reading more

REGULATORY INFORMATION - 5 C.F.R. PART 430—PERFORMANCE MANAGEMENT

<http://law.justia.com/us/cfr/title05/5-1.0.1.2.59.html#5:1.0.1.2.59.2.16.4>

OPM Appraisal Program Requirements/Flexibilities FAQs

<http://www.opm.gov/perform/faqs/progflex.asp>

OPM Guidance for Performance Management (ToolKit)

<http://www.opm.gov/perform/overview.asp>

US Department of interior Performance Appraisal Handbook

<http://www.doi.gov/hrm/guidance/370dm430hndbk.pdf>

Six Tips for Writing your Self-Appraisal

http://www4.nau.edu/insidenau/bumps/9_21_05/appraisal.htm

How to Prepare for Your Annual Appraisal

<http://www.jobcyclone.com/articles/prepAppraisal.php>

A Winning Annual Performance Appraisal 8 Smart Steps To Prepare For It

http://www.careerconceptsinc.org/newsletter/Vol_II_3_07.pdf

Performance Management Online (IDAHO)

http://images.google.com/imgres?imgurl=http://www.pte.idaho.gov/PerformanceManagement/images/AppraisingLogo.png&imgrefurl=http://www.pte.idaho.gov/PerformanceManagement/AppraisingPerformance.html&u sg= 4p - tQmDKJbAFUo3vkGfl_4_Lpc=&h=256&w=400&sz=20&hl=en&start=1&um=1&tbnid=EFWAp8ptd7YsKM:&tbnh=79&tbnw=124&prev=/images%3Fq%3Dperforamance%2Bappraisal%26hl%3Den%26rls%3Dcom.microsoft:*:IE-SearchBox%26rlz%3D1I7GZAY_en%26sa%3DN%26um%3D1

Managing for Better Performance: Enhancing Federal Performance Management Practices

<http://www.businessofgovernment.org/pdfs/RisherFayReport.pdf>