



Classified Staff Performance Appraisal

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TIPS FOR SUPERVISORS

I. The Six Deadly Sins of Performance Appraisals

- *Haste*: Rushing through the process.
- *Bias*: Allowing personal biases and prejudices to have an impact on the process.
- *Avoidance*: Failing to address a problem in the hope that it will go away by itself.
- *Lack of preparation*: Failing to go into an appraisal session with all the facts in hand.
- *Insensitivity*: Failing to give enough thought to how people are likely to respond to criticism.
- *Lack of direction*: Using the appraisal as a “report card” and not a tool for improving performance or enhancing morale.

II. Five Key Questions Managers Must Answer Before Beginning an Appraisal Session

Even when using traditional methods; there are ways that managers can avoid some of the problems commonly associated with performance appraisals and make better use of the appraisal process. Here are five key questions that any manager about to begin an appraisal should be prepared to answer.

1. Have I given the employee’s performance enough time and thought to warrant a fair and objective appraisal?
2. Am I prepared to cite specific examples of strengths and weaknesses, and are they the best examples?
3. Have I thought about how this person accepts criticism, and am I able to adjust my delivery accordingly?
4. What has been the behavioral impact of previous performance appraisal sessions? Have they produced the expected and agreed-upon changes?
5. Has there been any fundamental change in the company or in the departmental activities that might account for a change in the employee’s work performance?