

Tips for Conducting Successful Performance Appraisal Interviews/Meetings:

The annual Performance Appraisal interview/meeting is the last stage in the Performance Management Process. It allows the employee to communicate intensively, face-to-face and in private, with his/her supervisor in order to review work accomplishments of the previous year, plan future performance objectives to remedy deficiencies and reinforce strengths, and address development opportunities.

In order for both supervisors and employees to achieve maximum benefit from the appraisal interview:

A- Supervisors should set the stage and guide the interview by:

- Planning and preparing for the interview
- Assembling data, recorded observations, documentation notes, and formal documents (such as letters, written warnings) on employee performance throughout the review period, to support the ratings
- Scheduling a mutually convenient date, time, and place for the interview
- Allotting ample time to allow for meaningful and constructive discussions
- Beginning the interview by putting the employee at ease
- Inviting the employee to start talking by asking him/her to outline his/her major accomplishments for the previous year
- Listening attentively and taking notes
- Being direct and specific in communication
- Avoiding getting personal
- Avoiding being judgmental
- Avoiding focusing on attitude or personality problems, unless these problems negatively affect individual or group work performance
- Providing constructive criticisms, when required, in a manner that preserves the employee's dignity and sense of worth
- Remaining calm, patient, and centered when handling difficult employees
- Soliciting input from the employee about resolving problems
- Encouraging the employee to talk throughout the interview
- Acknowledging work that went well and/or possible innovations at work
- Identifying areas of improvement of work
- Addressing performance gaps in an effort to reduce and eliminate their causes
- Determining areas of agreement as well as clearing-up different viewpoints on performance
- Identifying training and development opportunities
- Discussing career development plans
- Being future-oriented
- Ensuring that all questions and issues that were raised during the interview, were covered
- Ending the session on a positive note

B- Employees should prepare themselves before, and be ready throughout, the interview by:

- Gathering necessary documentation that will help in the appraisal interview
- Identifying and listing major accomplishments of the previous year
- Providing input/suggestions to work problems
- Asking questions and getting clarifications/feedback about work-related issues
- Collaborating with the supervisor in planning performance objectives for the coming year
- Conducting a self-assessment of their training and development needs