



An-Najah National University

Project Title: Performance Appraisal

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Lecture time 10:00-12:00

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# Definition

## Performance appraisal:

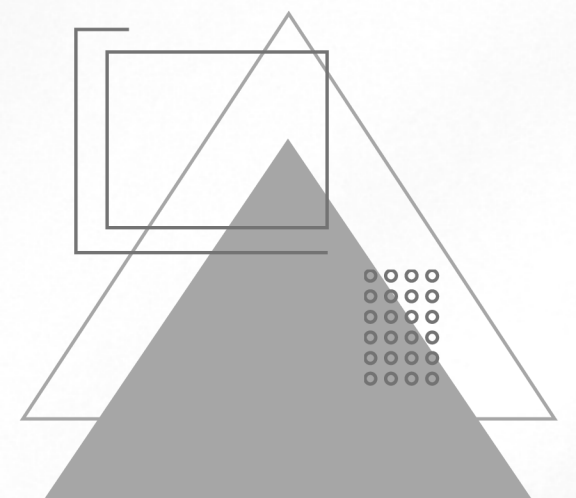

refers to the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review, employee appraisal, performance review, or evaluation





# Objectives Of Performance Appraisals



- 1-Improve employee performance.
  - 2-Provide feedback and recognition.
  - 3-Identify training and development needs.
  - 4-Set goals for future performance.
  - 5-Support decisions on promotion or termination
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# Methods of Performance Appraisal

## **traditional Methods:**

Rating Scales

Checklist

Ranking



## **Modern Methods:**

360-Degree Feedback

Management by Objectives  
(MBO)

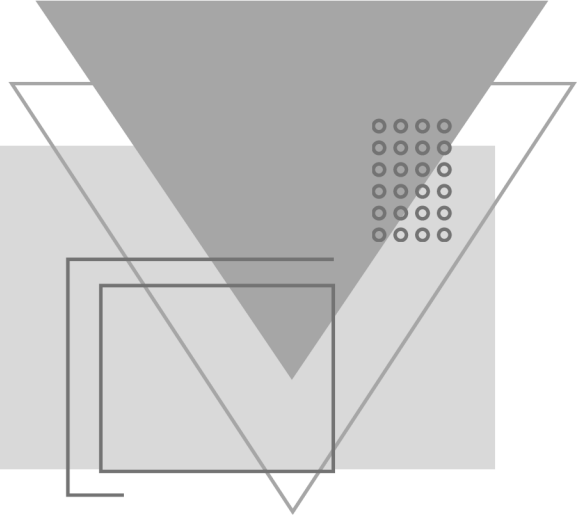
Behaviorally Anchored  
Rating Scales (BARS)



## **Benefits of Performance Appraisal:**

- 1-Enhances communication between employee and manager.
- 2-Boosts motivation and engagement.
- 3-Aligns individual goals with organizational goals.
- 4-Improves productivity and job satisfaction.





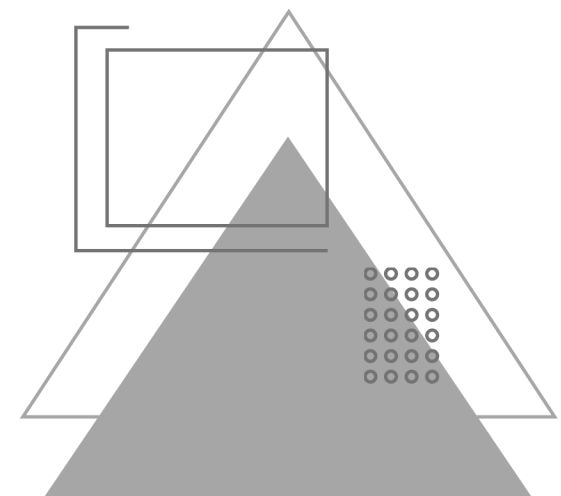
## **Challenges in Performance Appraisal:**

Bias and subjectivity.

Lack of clear criteria.

Inconsistent feedback.


Employee resistance or anxiety.





## **The performance appraisal process includes:**

The performance appraisal process is a systematic evaluation of an employee's job performance and productivity in relation to established criteria and organizational objectives. It typically involves several steps to ensure fairness, accuracy, and constructive feedback. Here's a general outline of the performance appraisal process:





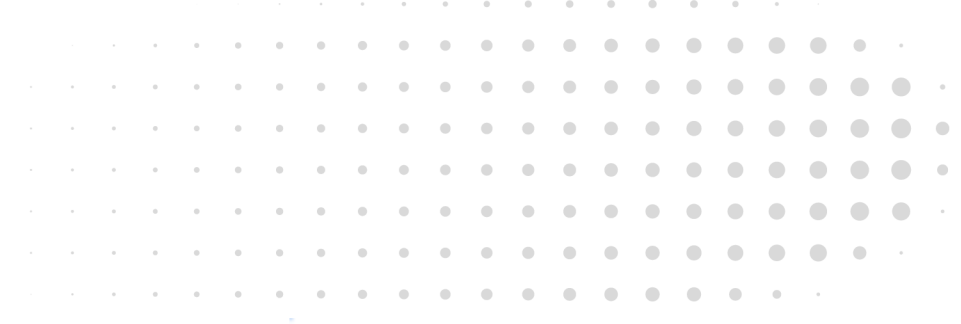

# Cont.

## 1. Setting Performance Standards

- **Define clear, measurable objectives:** Standards should align with the company's goals and be specific, measurable, attainable, relevant, and time-bound (SMART).
- **Communicate expectations:** Employees must understand what is expected of them in terms of performance, skills, and behavior.

## 2. Communicating Expectations



- **Open dialogue:** Managers should communicate these standards at the beginning of the review period, ensuring employees know how their performance will be assessed.
- **Onboarding and training:** Help employees understand the tools, resources, and skills they need to meet these goals.




### 3. Monitoring Performance

- **Continuous observation:** Supervisors observe and track employee performance throughout the appraisal period.
- **Regular feedback:** Instead of waiting for the formal appraisal, managers should provide regular feedback to help employees improve continuously.

### 4. Evaluating Performance

- **Use performance data:** Assessments can be based on a mix of objective data (e.g., sales numbers, project completion) and subjective data (e.g., teamwork, communication).
  - **Rate against standards:** Compare the employee's actual performance against the pre-set standards.
  - **360-degree feedback:** Some organizations use peer reviews, self-assessments, and customer feedback to create a fuller picture.
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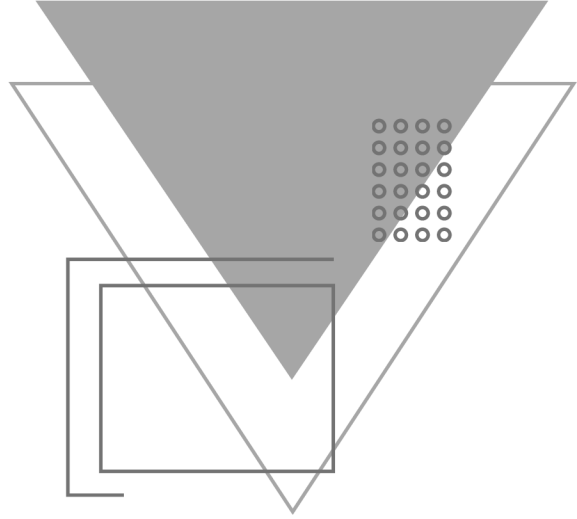
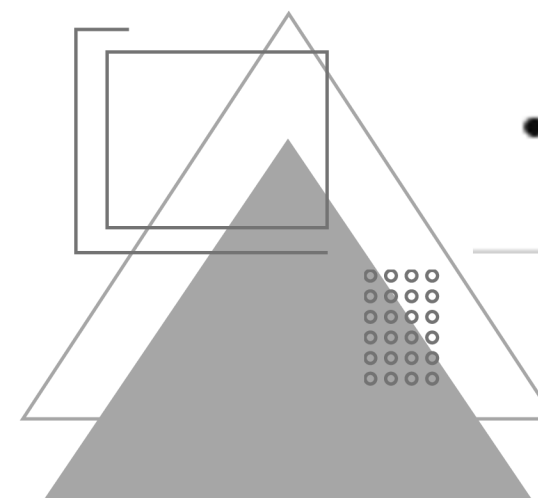





## 5. Providing Feedback

- **Constructive discussion:** After gathering information, the manager should meet with the employee to discuss the evaluation.
- **Highlight strengths and areas for improvement:** Praise accomplishments while also discussing areas where the employee may need development or support.
- **Two-way communication:** Encourage employees to share their thoughts on their own performance, any challenges faced, and their perspective on the feedback.

## 6. Developing an Action Plan

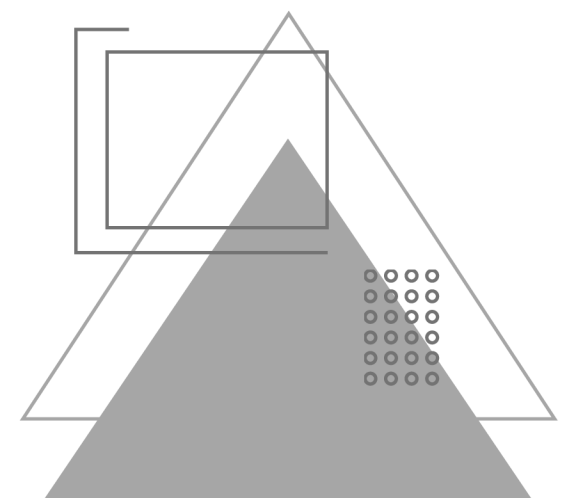

- **Set future goals:** Based on the appraisal, work with the employee to establish new performance goals for the next period.
  - **Training and development:** Identify any training needs or support that can help the employee improve.
  - **Career development:** For high-performing employees, discuss potential promotions or growth opportunities.
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## 7. Decision-Making (Rewards or Consequences)

- **Salary adjustments, promotions, or bonuses:** High performance may be rewarded with monetary compensation or promotions.
- **Performance improvement plans:** For underperforming employees, a plan for improvement (PIP) may be put in place.
- **Other consequences:** If poor performance continues, actions may include demotion or termination, depending on company policies.

## 8. Follow-Up

- **Track progress:** Managers should continuously follow up on the employee's progress toward goals set during the appraisal.
  - **Adjustments if necessary:** Modify goals or expectations based on changing business needs or the employee's development.
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# Performance Improvement

## Plans: Addressing Gaps

Performance improvement plans are developed to address specific areas where an employee's performance needs to be enhanced. These plans outline clear goals, action steps, and timelines for improvement.

- 1 Identify Gaps**  
Identify specific areas where performance needs improvement.
- 2 Develop Plan**  
Create a plan outlining clear goals, action steps, and timelines.
- 3 Monitor Progress**  
Regularly track progress and provide feedback to the employee.
- 4 Adjustments**  
Adjust the plan as needed to ensure its effectiveness.



# Performance and Rewards and Recognition



## Linking Performance to Rewards and Recognition

Rewards and recognition are essential for motivating employees and reinforcing desired behaviors. Linking performance to rewards creates a clear connection between effort and results.



### Awards

Recognize exceptional performance with awards and accolades.



### Incentives

Offer financial rewards and bonuses for exceeding expectations.



### Advancement

Provide opportunities for career advancement for top performers.



### Recognition

Publicly acknowledge and praise outstanding contributions.



# Potential appraisal problems



## **Bias and Subjectivity:**

Halo Effect: When a manager allows one positive aspect of an employee's performance (like punctuality) to influence the entire evaluation.

Horn Effect: The opposite of the halo effect, where one negative trait clouds judgment of all other aspects.

Recency Bias: Emphasizing recent performance rather than assessing the entire evaluation period.

Leniency or Harshness Bias: Some managers may consistently rate employees higher or lower than deserved due to their personal tendencies.



# Bias in the Appraisal Process

## Overcoming Bias in the Appraisal Process

Bias can distort appraisals and lead to unfair outcomes. It's crucial to be aware of potential biases and implement measures to ensure fairness and objectivity.

### 1 Training

Provide training on recognizing and mitigating bias in the appraisal process.

### 2 Clear Criteria

Develop clear and objective performance criteria to minimize subjective judgments.

### 3 Multiple Raters

Involve multiple raters to provide a more comprehensive view of performance.

### 4 Feedback

Offer opportunities for employees to provide feedback on the appraisal process.

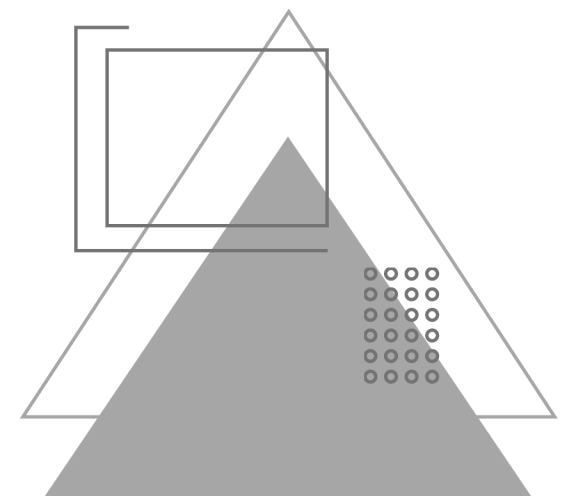
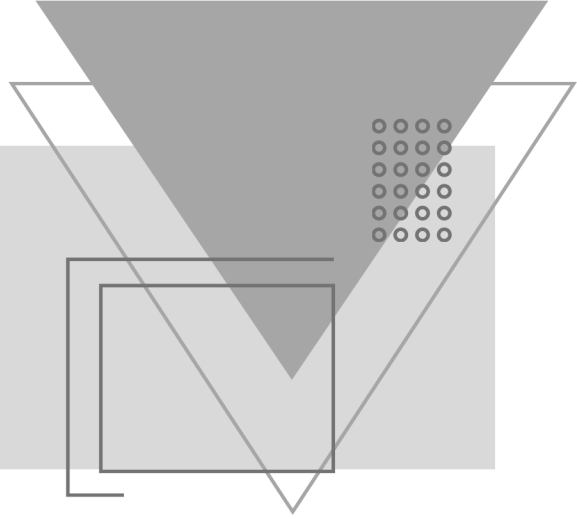


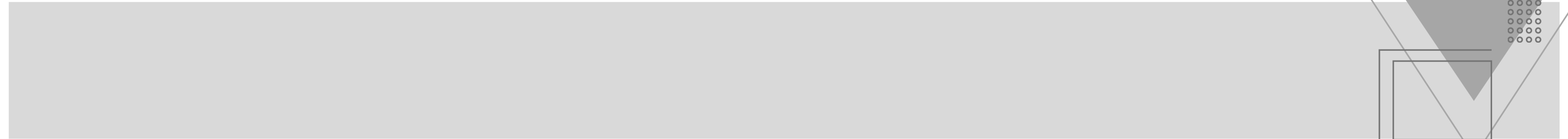
# Evaluation philosophy

## **Absolute judgment:**

1-an evaluation method based on reasonable and acceptable standards set by the organization.

2 - Comparative judgment :an evaluation method in which employees are compared with one another





# References:

- 1. Cambridge Core.
- 2. MDPI.
- 3. ELGAR ONLINE.

