



## PERFORMANCE APPRAISAL CHECKLIST

Performance appraisals provide a formal opportunity to evaluate an individual's job performance. Typically, employers conduct performance appraisals on an annual or semi-annual basis. Managers need to dedicate adequate time in order to thoroughly and carefully prepare for the process, gather relevant information to effectively rate an employee's performance, provide the employee with constructive feedback, and identify relevant development activities. The following checklist provides general guidance on action items for a manager to consider regarding conducting a successful, consistent, and effective employee performance evaluation.

Area	Action Items	Done?
Plan the Appraisal Meeting	1. Set up a date and time for a confidential meeting with the employee.	<input type="checkbox"/>
	2. Ask the employee to prepare a summary of their accomplishments over a certain time period (e.g. last year), assess their performance, and to draft some individual objectives.	<input type="checkbox"/>
	3. Consider the communication styles between you and the employee.	<input type="checkbox"/>
	4. Collect feedback from the employee's peers and/or internal clients.	<input type="checkbox"/>
	5. Review the employee's most recent performance appraisal form and ratings.	<input type="checkbox"/>
	6. Review the employee's self-appraisal and any feedback from other sources (if requested).	<input type="checkbox"/>
	7. Review any development plans and objectives from the previous year, and ensure they have been completed.	<input type="checkbox"/>
	8. Prepare a new performance appraisal form which includes new criteria as well as objectives that should be continued from prior year(s), if warranted.	<input type="checkbox"/>
	9. Transfer information regarding any set goals from the most recent form to the new form.	<input type="checkbox"/>
	10. Review the current performance rating scales to be used.	<input type="checkbox"/>
Evaluate Performance	1. Rate the employee's demonstration of core competencies.	<input type="checkbox"/>
	2. Rate the employee's performance on each of their goals.	<input type="checkbox"/>
	3. Determine an overall rating for the employee's job performance.	<input type="checkbox"/>
Establish New Objectives	1. Define goals for employees that are in line with functional and business objectives.	<input type="checkbox"/>
	2. Define any development plans required to support the employee in completing current objectives or to address skill gaps.	<input type="checkbox"/>
	1. Establish a comfortable environment for the meeting.	<input type="checkbox"/>

Conduct the Performance Appraisal Meeting	2. Review and discuss the performance ratings on competencies and provide relevant examples.	<input type="checkbox"/>
	3. Review and discuss the performance ratings on goals.	<input type="checkbox"/>
	4. Review and discuss overall performance.	<input type="checkbox"/>
	5. Set new goals towards the next performance appraisal.	<input type="checkbox"/>
	6. Set development plans to address skill gaps.	<input type="checkbox"/>
	7. Discuss your employee's career aspirations and set appropriate objectives and development plans.	<input type="checkbox"/>
	8. Complete the administrative paperwork for the appraisal.	<input type="checkbox"/>
Observe and Coach Performance	1. Provide constructive feedback and coaching on an ongoing basis.	<input type="checkbox"/>
	2. Collect data on skills, accomplishments, performance, and development.	<input type="checkbox"/>
	3. Effectively manage performance gaps.	<input type="checkbox"/>
Employee Handbook Policies	1. Create or revise relevant company employee handbook policies regarding performance appraisals and ensure they are clearly and consistently communicated to all employees.	<input type="checkbox"/>
Signatures	1. Have employees sign and date any new or newly revised policies to indicate they have received, read, and acknowledged the policy.	<input type="checkbox"/>
	2. Place relevant evaluation document(s) into personnel files or manager files.	<input type="checkbox"/>

**Legal Disclaimer:** This document is intended for informational purposes only, and does not constitute legal information or advice. This information and all HR Support Center materials are provided in consultation with federal and state statutes and do not encompass other regulations that may exist, such as local ordinances. Transmission of documents or information through the HR Support Center does not create an attorney-client relationship. If you are seeking legal advice, you are encouraged to consult an attorney.