

*“The Job Performance Equation”*  
 $JP = A \times CPE \times AR \times M$

*Michigan School Business Officials  
 10<sup>th</sup> Annual Facilities/Operations Director  
 Conference & Expo*

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## Performance Appraisal

**Why Bother?**

A. Negative Aspects of Performance Evaluation

1. It's time consuming and takes supervisors away from other tasks.
2. Good supervisors don't need to do this – it's just more paperwork.
3. Performance appraisals cause unnecessary stress.
4. The process “grades” employees.
5. Rating forms have little to do with what a person does on the job.
6. Supervisors are untrained and do a poor job of discussing performance.

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## Performance Appraisal

Cont.

B. Positive Aspects of Performance Evaluation

1. It forces supervisors to think about and plan for employee's growth and development.
2. Properly done, it provides for discussion regarding individual strengths and weaknesses.
3. It is an important communication tool.
4. It clarifies job responsibilities and what job duties should be emphasized.
5. It allows for individual feedback and attention and forces discussion in areas not readily discussed.

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**Performance Appraisal** Cont.

C. Discussion of the Fourteen Principal Characteristics or Elements of an Effective Appraisal System

1. Important factors to consider when deciding how to develop a Performance Evaluation
2. 90 % of performance appraisals are handled badly according to studies.
3. Common mistakes when conducting appraisals.

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**Performance Appraisal** Cont.

1. Objectives of a Performance Evaluation
2. Expectations
3. Key steps in the Performance Evaluation Process
4. Importance of Feedback
5. Conducting the Performance Evaluation Session

STAY TUNED TO THE BOTTOM LINE: JOB PERFORMANCE = ABILITY X CLEAR PERFORMANCE EXPECTATIONS X ADEQUATE RESOURCES X MOTIVATION

It's not about them, It's about you, the organization, and them!!

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**Performance Appraisal** Cont.

Quantifying the Value of Performance Reviews

1. Importance of Metrics
2. Organization Goals
3. Improvement

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**Developing & Maintaining Discipline**

What is the purpose of discipline?

How can you prevent disciplinary problems?

What steps must be taken when a problem occurs?

What types of disciplinary action should be taken?

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**Developing & Maintaining Discipline**  
Cont.

**Self Discipline**

Step 1: Issue clear, reasonable rules and regulations

Step 2: Set a good example

Step 3: Communicate clearly

Step 4: Keep complete records on all employees

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**Developing & Maintaining Discipline**  
Cont.

**How to Deal with Rule Violations**

1. Act Promptly
2. Get all the Facts
3. Decide on what action should be taken
4. Hold the Disciplinary Interview
5. Use an Appeal Procedure

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## Final Thoughts

Performance Appraisals and Maintaining Discipline are tools to manage out low performers, reward top performers, and manage the in-betweens to achieve greater productivity.

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