

# DELIVERING EFFECTIVE PERFORMANCE APPRAISALS

by

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- How can managers **INSTANTLY** increase the accuracy of their reviews?
- How can managers get employees to **TAKE MORE ACCOUNTABILITY** in the Performance Appraisal Process?
- How do you define employees' **ROLES** ... and why is this **CRITICAL** to performance appraisal!?!?
- What is **“DOCUMENTATION”** ... and how can it **EASILY** be used?
- What makes appraisals **LEGALLY DEFENSIBLE** ... and why might your appraisal be a ticking time bomb?
- What makes a **GOOD PERFORMANCE APPRAISAL FORM**...and what makes a **BAD ONE**?
- Should you **“SCORE”** or **“RATE”** employee performance...and if so, **HOW** should you do it?
- What role should the **EMPLOYEE PLAY** in the Performance Appraisal Process?

... and **MUCH, MUCH** more ...

Join one of Ohio's most popular speakers as he reviews how to effectively and legally conduct performance appraisals with your employees in his own unique, practical, entertaining and humorous style. Scott will review the critical differences between what is a “good” review ... and a “not so good” review, how managers can make their jobs easier in delivering these reviews, and what role the employee plays in this process. Scott will show you how to use this information **IMMEDIATELY** with his own “rubber hits the road” approach as a human resource professional and employment attorney.

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## **OUTLINE**

### **I. THE FOUNDATIONS OF THE PERFORMANCE APPRAISAL**

#### **A. Role Definition**

- 1. Use Of Job Descriptions To Increase Role Definition**
- 2. Give The Performance Appraisal Form To Employees**
- 3. Explain the Employee's Role From These Materials**
- 4. Define Good And Bad Performance**
- 5. Making Mistakes And Having Fun**

#### **B. Environment And Rapport**

#### **C. Constructive Criticism Is Essential**

### **II. PREPARING FOR THE FORMAL PERFORMANCE APPRAISAL**

#### **A. Review The Criteria On The Performance Appraisal Form**

- 1. Understand and Communicate Performance Criteria**
- 2. Contamination**
- 3. Deficiencies**

- B. Review Employee's Against The Standards...Not Each Other**
  - ❖ **Order Effect or Contrast Bias**
- C. Review The Employee's Performance For The Entire Period Of Time The Appraisal Covers (i.e., Trimester, year, etc.).**
  - ❖ **Recency Effect**
- D. Keep Each Performance Criteria Separate From Each Other**
  - ❖ **Halo Effect and Horn Effect**
  - ❖ **Central Tendency**
- E. Increasing The Accuracy Of The Review**
  - ❖ **Document!**
  - ❖ **No Previous Documentation May Cause Legal Problems**
- F. When All Of The Pertinent And Accurate Information Has Been Accumulated, Complete The Performance Appraisal Form**
  - 1. Be Prepared To Defend The Review: Cite Specific Examples Of Behavior Or Performance**
  - 2. Review What The Person Has Done, Not Who The Person Is**
  - 3. The Root Of All Behavioral And Performance: Technical Competence And Attitude**
  - 4. How High Is Too High?**
  - 5. The Form Should Be Presentable**
- G. Inform The Employee Of The Date And Time Of The Appraisal**
  - 1. Give A Copy Of The Review To The Employee Early**
  - 2. Employees Should Be Told To Prepare For The Review And Be Ready To Actively Participate**

### **III. THE PERFORMANCE APPRAISAL ITSELF**

#### **A. Set The Proper Atmosphere For The Appraisal**

- 1. Choose A Comfortable And Private Location**
- 2. Set Aside Plenty Of Time For The Review**
- 3. Reviews MUST Be Delivered On A Timely Basis**

#### **B. Set The Tone And Agenda Of Review**

#### **C. Review The Completed Performance Appraisal Form With The Employee, Including Previously Set Goals**

- 1. Review And Explain The Form**
- 2. Disagreements**
- 3. Problem-Solving**
- 4. Review Preset Goals**

#### **D. Explain The "Big Picture" To The Employee**

#### **E. Set New Goals With The Employee And "Reward" The Employee For Good Performance**

#### **F. "Reward" The Employee For Good Performance**

#### **G. Let The Employee Keep A Copy Of The Appraisal And Always Give The Original To The Human Resource Department**

#### **H. Talk Informally With The Employee**

### **IV. THE PERFORMANCE APPRAISAL CYCLE**



## **Scott Warrick, JD, MLHR, SPHR**

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**[www.scottwarrick.com](http://www.scottwarrick.com)**

- **Masters degree in Labor and Human Resources: The Ohio State University**
- **Capital University College of Law (Class Valedictorian (1st out of 233))**
- **Lifetime Senior Professional in Human Resources (SPHR) accreditation**
- **Winner of the Human Resource Association of Central Ohio's Linda Kerns Award for Outstanding Creativity in the Field of Human Resource Management and the Ohio State Human Resource Council's David Prize for Creativity in the Field of Human Resource Management**
- **Scott is President of his own Human Resource Consulting, Employment Law and Training Firm based in Columbus, Ohio specializing in:**
  1. **PREVENTING Employee Problems from happening,**
  2. **Training Managers and Employees ON-SITE in over 30 topics and**
  3. **Keeping HR Professional's UP TO DATE WITH THE CHANGES IN THE LAW with his MONTHLY NEWSLETTERS AND ANNUAL AUDIO TAPES.**

Scott Warrick was the highest rated presenter at SHRM's 2003 National Diversity Conference in New York City. Scott has now been invited back to present his "Tolerance in the Workplace: Management v. Employees" session at the 2006 SHRM National Diversity Conference in Los Angeles in October of 2006.

Scott travels the country presenting his "Intolerance of Intolerance: Diversity/Tolerance Awareness Program." Scott's clients include The Gap, Skyline Chili, The Ohio Supreme Court, Heinz, Fayette County Hospital, Honeywell, Caraustar International, Utah Workforce Development, etc.

***Solving Employee Problems BEFORE They Happen!***

**HERE'S WHAT ATTENDEES SAY ABOUT SCOTT WARRICK'S SESSIONS...**

**“My managers LOVE Scott! I would never even consider using anyone else.”**

*Tina Powers, Fayette County Memorial Hospital*

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**“Without a doubt, the best presenter I have ever heard.  
Scott Warrick could make a seminar on “Manure Specifications” enjoyable.”**

*Dirk Prusok, The Columbus Public Metropolitan Library*

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**“Scott makes me feel MUCH more confident as a manager.”**

*Nance Curtis, Prologue, Inc.*

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**“All of the managers at my company should come to Scott’s seminars.”**

*Amy Lieb, Krieger Ford*

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**“Scott always provides realistic and manageable ways to handle personnel problems. Excellent!”**

*Ric Mazon, Professional Insurance Agents, Inc.*

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**“THANK YOU for having these seminars!”**

*Darlene Duffy, Ohio Hunger Task Force*

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**“I learned a great deal from Scott. This was just the information I was looking for.”**

*Kelsy Ruoff, Liebert Corporation, Inc.*

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**“This guy could make ‘Two Steps To Brushing Your Teeth’ interesting.”**

*Collette Mak, OCLC*

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**“Scott’s seminars are filled with examples and solutions to avoid problems. It was great!”**

*Mike McGovern, Odyssey Consulting, Inc.*

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**“Scott is the best presenter we have ever had!”**

*Tim Thompson, Columbus Public Metropolitan Library*

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**“Loved the ‘real world’ examples. Scott has really ‘been there, done that.’”**

*Kay Peters, Evans Adhesives, Inc.*

**Attendees agree ... “Scott Warrick Spins Magic!”**