

Steps for Conducting the Year-End Appraisal

1. Open the meeting, including setting the climate for the meeting.

- Conduct the meeting in a private office or a conference room (with a door).
- Let people know that you will not be available for telephone calls, questions, or conversations during the time of the meeting. Consider posting a “do not disturb” sign.
- Redirect incoming phone calls; turn off any cell phones or pagers during the meeting.
- Remove any physical barriers (e.g., office/computer equipment or stacks of items) that exist between you and the employee.
- Position yourself in relation to the employee so as not to suggest superiority.
- Consider cultural differences regarding:
 - Eye contact;
 - Personal proximity;
 - Nonverbal behaviors; and
 - Touch (e.g., pats on the back).
- Establish a positive tone for the discussion by greeting the employee and soliciting the employee’s input to the discussion.
- Review the meeting objectives:
 - Discuss overall performance and achievements
 - Discuss how well results were achieved and behaviors demonstrated in comparison with the expectations set in the employee’s performance plan
 - Discuss the rating for each element and the overall Summary Rating
 - Identify developmental opportunities to help ensure that expectations are met.

2. Discuss accomplishments and expectations.

- Provide an overall summary of the employee’s performance.

- Discuss how the employee’s performance compares with the expectations set in his or her performance plan and the resulting rating for each criterion and expectation.
- Determine those actions that may be necessary to help the employee improve his or her performance.
 - Identify developmental opportunities that will improve the employee’s performance or help him or her continue to grow and record them.
 - Establish an Opportunity to Improve (OTI) with counseling for the employee when warranted.
 - Provide additional counseling for the employee if his or her Summary Rating is Marginal or Unacceptable.
- Note changes to the performance plan.

3. Close the meeting.

- Summarize what has been discussed and agreed on – ask the employee if he or she wishes to submit comments.
- Summarize the highlights of the meeting.
- Confirm agreements and next steps.
- Express commitment to the employee’s development.
- Ensure that all of the employee’s concerns have been addressed.
- Ask the employee to indicate in EmpowHR that the year-end appraisal occurred.
 - Set a date by which the employee’s comments are due.
 - Tentatively schedule a meeting to discuss the comments, if necessary.

4. Complete any follow-up activities.