

# **Performance Appraisal: the Other Side of assessment**

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# *Session Goals*

- *Explore key issues in appraisal*
- *Share experiences and practices*
- *Wrestle with controversial issues*
- *Explore a more central role for assessment professionals*

# *Major Issues in Performance Appraisal*

- *Should it be done?*
- *How will results be used?*
- *What should be appraised (assessed)?*
- *How are assessments to be made?*
- *What sources of input will be considered?*

# *Other Issues*

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# *The “Whys” of appraisal*

## *The PROs*

- *Lets people know how they're doing*
- *Holds people accountable*
- *Provides a basis for salary adjustment*
- *Provides information for promotion and other decisions*

## *The CONs*

- *It's demotivating*
- *It takes up significant time*
- *It creates a legal liability*
- *It flys in the face of team rewards and accountability*

# *Other “Pros” and “Cons”*

*PROS*

*CONS*

# *The purposes of appraisal*

- *Providing developmental feedback*
- *Rewarding good performance*
- *Making salary decisions*
- *Determining potential for promotion*
- *Providing career planning foundation*
- *Making probationary period decisions*

*Other purposes*



# *Pay for Performance?*

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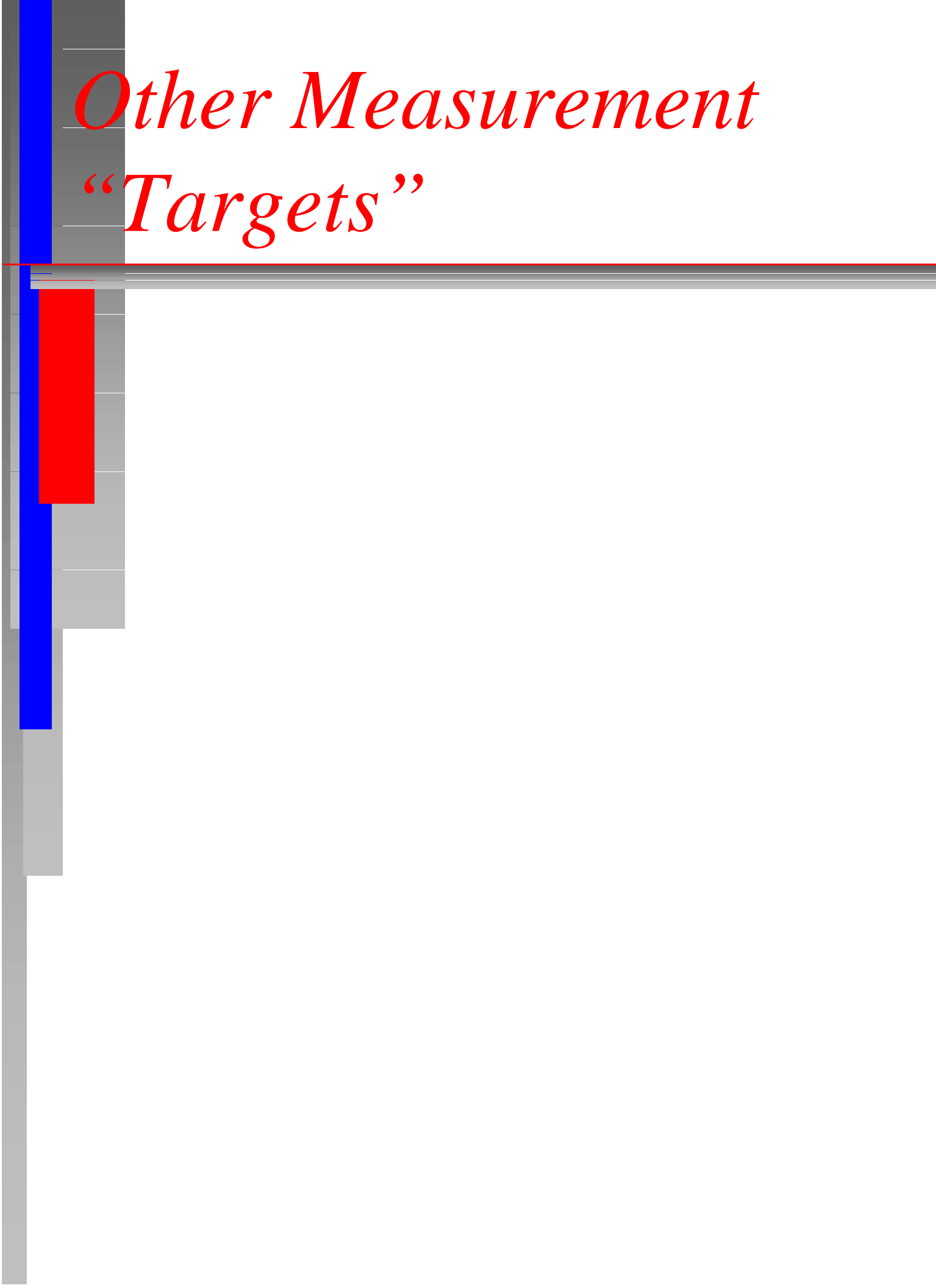
*Good Idea!*

*Disaster!*

# *The “What” of Appraisal*

- *Measure Results*
- *Negotiate Areas and Standards at beginning of appraisal cycle*
- *Measure observed KSAOs*
- *Complete paperwork*
- *Train appraisers (recipients?)*
- *Arrange periodic discussion*

# *Other Measurement “Targets”*

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# *The “Hows” of Appraisal*

- *Boss only*
- *360 feedback options*
- *Hard data only*
- *Impressions*
- *The “bottom line” rating issue*
- *Timing issues: yearly/more frequently?*
- *Self-rating?*



# *Other Process Issues*

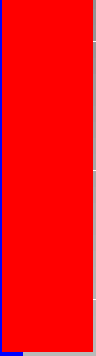
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# *Our Role*

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- *Designers of system*
- *Monitors of results*
- *Defenders of process*
- *Trainers of managers*
- *Arbitrators of disputes*

# *Other Roles*



# *Anatomy of a PA Project*

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- *The client*
- *The history*
- *The process*
- *The outcome*

# *The Client - Minnetonka, Minnesota Police department*

- *Suburban Minneapolis  
Department*
- *75 sworn officers*
- *Oriented toward Community  
Oriented Policing*
- *Tradition of having entire  
Sergeant team evaluate  
officers*

# *History*

- *History of pay for longevity*
- *City decision to discontinue longevity pay*
- *Tradition of compensation for goal attainment*
- *Arbitrator's decision*

# *The Process*

- *Steering Committee*
- *Creation of task and KSAO lists*
- *Solicitation of examples*
- *Refining of input*
- *Prioritization of examples*
- *Finalization of system*
- *Training of supervisors*

## *The outcome*

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- *All but three officers meeting standard for merit pay*
- *Nearly universal satisfaction with the process*
- *Consideration of model for other departments*