

## Employee Performance Appraisal – Instructions and Guidelines

### **Purpose of Appraisals**

Employee performance appraisals benefit both the Diocese of Winona and its employees. Appraisals provide an effective means of measuring employee performance against stated goals and objectives, the Diocesan mission statement, job descriptions, policies, etc. Individual's strengths and accomplishments are commended, confirming an employee's value to the Diocese. Areas noted for improvement are addressed for productive coaching. Appraisals offer a chance to redefine the employee's position and the overall value of their work for the Diocese. New goals are established, therefore boosting development and motivation on the part of the employee as they face new challenges. Supervisors can gather information about future training needs, as well as valuable employee feedback concerning the Diocese and the employee's job.

### **Timing of Appraisals**

At the Pastoral Center, employees should receive their first performance appraisal upon completion of their introductory hiring period; typically after 90 days of employment. Annual appraisals generally occur sometime later in the second half of the calendar year. Appraisals can and should also occur throughout the year (i.e. Monthly Employee "Check-ins") to recognize major accomplishments or to address performance shortcomings.

### **Writing the Appraisal**

In practice, the employee performance appraisal should be a summary of how job duties were performed as well as a review of any formal and informal discussions that may have occurred between the employee and supervisor over the course of the specified evaluation period. The document should include comments that are consistent with the rating that is given for each factor on the Employee Performance Appraisal Form. In addition to completing the form, any past and future objectives that will be a focal point of the appraisal discussion should also be included as part of the appraisal meeting. Before administering the appraisal, it is important to have the next level supervisor in the chain of command (up to the Vicar General or Moderator of the Curia), "sign-off" on the appraisal. If comments from another supervisor are included, that supervisor should also "sign off" on the appraisal.

### **Administering the Appraisal**

There are several ways to administer performance appraisals depending upon the style of the appraiser. Many supervisors prefer to give a "blank" appraisal form to the person that will be the recipient of the appraisal as a way for them to do a self appraisal. This process is also helpful for the employee to become familiar with the appraisal format as well as to formulate thoughts and talking points for when the formal meeting occurs. Whether this approach is used or not, it is always important to give the employee at least one day's notice that the appraisal will be conducted. Allow for adequate time (up to one hour) and privacy for the appraisal.

### After the Appraisal

Once the appraisal discussion has concluded, the employee should have the opportunity to make comments and “sign-off”. This may occur immediately at the end of the meeting, or in some instances the employee may want a day or two to think about what comments they would like to write on the appraisal. Follow up with the employee to make sure the form is returned to the supervisor and eventually to the Office of Human Resources in an envelope marked “CONFIDENTIAL” for filing. In all cases, if the employee wants a copy of their appraisal a copy should be made. In addition, the appraiser should always keep a copy of the appraisal before giving the employee the original to sign off. It is important to stress to the employee that the document should be treated as confidential.

### Summary

The Employee Performance Appraisal is a wise investment in effort and time for you and the employees who work for the Diocese of Winona. As the employee’s supervisor, you are responsible for giving accurate, candid and timely feedback to ensure that the employee remains focused on the right programs and projects that are ongoing in the diocese. No appraisal form or process is perfect, however when administered correctly it is a key tool in managing productivity, employee development and morale.

### Definitions

- **Distinguished Performance and Role Model Status:** Clearly and consistently demonstrates extraordinary and exceptional accomplishment in all major areas of responsibility. Performs above and beyond expectations under exceptional circumstances during the review period. Others rarely equal performance of this caliber in similar roles.
- **Superior/Highly Effective Performance:** Performance is continually and consistently superior and regularly goes beyond what is expected. An exceptional contributor whose performance exceeds expectations on a consistent and sustainable basis.
- **Fully Successful/Effective Performance:** Performance standards consistently meet the critical requirements of the position; continually achieves preset goals and performs with distinction. Incumbent performance is reliable and consistent in adding value to the work unit.
- **Partially Successful Performance/Needs Improvement:** Performance does not consistently meet or occasionally falls below what is required of the position; improvement in specific areas required as noted.
- **Unsuccessful/Unacceptable Performance:** Performance fails to meet minimum expectations for this role, and immediate and sustained improvement is required.