

Communication Audit: Performance Appraisal Interviews

Center for Business Communication
<http://www.andrew.cmu.edu/user/hajduk/CBC-Home.html>
 Audit #2003a-C321 • Revised July 7, 2009

Name: _____ Topic: _____ Rater: _____

A. Preparing for Performance Appraisal Interview

1. Prepare useful feedback for the person (review notes, evaluation forms, records, etc.).....	0 1 2 3 4
2. Create an easy-to-follow interview plan that conveys a logical, goal-oriented sequence...	0 1 2 3 4
3. Establish specific objectives, avoiding goals like “to improve your overall performance”	0 1 2 3 4

B. Providing Useful Performance Appraisal Feedback

4. Start and end the interview on positive notes.....	0 1 2 3 4
5. Include concrete examples of the person's strengths.....	0 1 2 3 4
6. Include concrete examples of the person's weaknesses.....	0 1 2 3 4
7. Provide compelling support for each claim & specific cases to support your ratings.....	0 1 2 3 4
8. Explore possible proposals/steps that will allow the person to perform more competently	0 1 2 3 4
9. Stress the future & focus comments on giving the person some suggestions for success...	0 1 2 3 4
10. Incorporate future plans, responsibilities, implementation, deliverables, actions, etc.....	0 1 2 3 4
11. Close by asking person to take the specific action you desire--tell them what you want	0 1 2 3 4

C. Conducting the Performance Appraisal Interview

12. Start and end the meeting at agreed times (length varies from 15 - 60 minutes).....	0 1 2 3
13. Make the interview's specific objectives (purpose) clear at the beginning of meeting....	0 1 2 3
14. Create a supportive interview environment & put the person at ease.....	0 1 2 3
15. Make person feel he/she is taken seriously & you're truly concerned about his/her needs	0 1 2 3
16. Discuss both the person's strengths and weaknesses (but always end on a positive note)	0 1 2 3 4
17. Criticize performance, but not the person.....	0 1 2 3
18. Soften your tone when criticizing.....	0 1 2 3
19. Avoid generalizations/exaggerations (“You're always late. Your work’s never on time.”)	0 1 2 3
20. Discuss specific instances/cases that support your ratings.....	0 1 2 3 4
21. Share the interview conversation (using the 50/50 Rule).....	0 1 2 3
22. Encourage the individual to offer a self-evaluation and discuss what he/she says.....	0 1 2 3
23. Ask open-ended questions that will stimulate the person’s participation in the review....	0 1 2 3
24. Make notes of the interview's major points, decisions, agreements, plans, suggestions...	0 1 2 3
25. Have person summarize the interview's major points, decisions, agreements, etc.....	0 1 2 3 4
26. Review future responsibilities, implementation, deliverables, actions, plans, dates	0 1 2 3
27. Keep your reactions to yourself and stay in control of the interview.....	0 1 2 3

D. Following up the Performance Appraisal Interview

28. Send a written summary of interview results to employee and others (e.g., 24 - 48 hrs)	0 1 2 3 4 5
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