



Performance Appraisal Checklist

Performance appraisals provide a formal opportunity to evaluate an individual's job performance. Typically, employers conduct performance appraisals on an annual or semi-annual basis. Managers need to dedicate adequate time in order to thoroughly and carefully prepare for the process, gather relevant information to effectively rate an employee's performance, provide the employee with constructive feedback, and identify relevant development activities. The following checklist provides general guidance on action items for a manager to consider regarding conducting a successful, consistent and effective employee performance evaluation.

AREA	ACTION ITEMS	DONE?
Plan the Appraisal Meeting	1. Set up a date and time for a confidential meeting with the employee.	
	2. Ask the employee to prepare a summary of his or her accomplishments over a certain period of time (e.g. last year), assess his or her performance, and to draft some individual objectives.	
	3. Consider the communication styles between you and the employee.	
	4. Collect feedback from the employee's peers and/or internal clients.	
	5. Review the employee's most recent performance appraisal form and ratings.	
	6. Review the employee's self-appraisal and any feedback from other sources (if requested).	
	7. Review any development plans and objectives from the previous year, and ensure they have been completed.	
	8. Prepare a new performance appraisal form which includes new criteria as well as objectives that should be continued from prior year(s), if warranted.	
	9. Transfer information regarding any set goals from the most recent form to the new form.	
	10. Review the current performance rating scales to be used.	
Evaluate Performance	1. Rate the employee's demonstration of core competencies.	
	2. Rate the employee's performance on each of his or her goals.	
	3. Determine an overall rating for the employee's job performance.	
Establish New Objectives	1. Define goals for employees that are in line with functional and business objectives.	
	2. Define any development plans required to support the employee in completing current objectives or to address skill gaps.	

Conduct the Performance Appraisal Meeting	1. Establish a comfortable environment for the meeting.	
	2. Review and discuss the performance ratings on competencies and provide relevant examples.	
	3. Review and discuss the performance ratings on goals.	
	4. Review and discuss overall performance.	
	5. Set new goals towards the next performance appraisal.	
	6. Set development plans to address skill gaps.	
	7. Discuss your employee's career aspirations and set appropriate objectives and development plans.	
	8. Complete the administrative paperwork for the appraisal.	
Observe and Coach Performance	1. Provide constructive feedback and coaching on an ongoing basis.	
	2. Collect data on skills, accomplishments, performance and development.	
	3. Effectively manage performance gaps.	
Employee Handbook Policies	1. Create or revise relevant company employee handbook policies regarding performance appraisals and ensure they are clearly and consistently communicated to all employees.	
Signatures	1. Have employees sign and date any new or newly revised policies to indicate they have received, read and acknowledged the policy. 2. Place relevant evaluation document(s) into personnel files or manager files.	

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