



TIH 1204

Performance Appraisal

Performance appraisal is a vital process that organizations use to evaluate and measure the performance of their employees. It involves a systematic assessment of an individual's job performance and contribution to the overall success of the organization. This process helps employers identify strengths, weaknesses, and areas for improvement, enabling them to make informed decisions regarding employee development, compensation, and promotion.



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Importance of Performance Appraisal

1 Employee Development

Performance appraisals provide valuable feedback that helps employees identify their strengths and weaknesses, allowing them to develop the necessary skills and knowledge to enhance their performance.

3 Talent Management

Appraisals help organizations identify high-potential employees, facilitate succession planning, and make informed decisions about promotions, transfers, and training opportunities.

2 Organizational Alignment

The process aligns employee goals and objectives with the organization's strategic priorities, ensuring that everyone is working towards a common purpose.

4 Motivational Tool

Effective performance appraisals can boost employee morale and engagement by recognizing and rewarding excellent performance, fostering a culture of continuous improvement.

ENHANCING EMPLOYEE EVALUATION PERFORMANCE APPRAISAL FORM INCLUDING PERFORMANCE APPRAISAL AND INTERVIEW

Employee Information		
Name	[Employee Name]	
Employee ID	[Employee ID]	
Job Title	[Job Title]	
Department	[Department]	
Manager	[Manager's Name]	
Employment Period	[Start Date] - [End Date] (if applicable)	
Performance Assessment		
Date of Appraisal	[Appraisal Date]	
Review Period	[Review Period]	
Performance Competencies	Rating	Comments
Job Knowledge	[Rating]	[Comments]
Quality of Work	[Rating]	[Comments]
Productivity	[Rating]	[Comments]
Communication Skills	[Rating]	[Comments]
Teamwork and Cooperation	[Rating]	[Comments]
Problem Solving	[Rating]	[Comments]
Initiative	[Rating]	[Comments]
Dependability	[Rating]	[Comments]
Attendance	[Rating]	[Comments]
Professionalism	[Rating]	[Comments]
Growth and Development	[Rating]	[Comments]
Leadership	[Rating]	[Comments]
Overall Rating	[Overall Rating]	
Goals and Objectives	Status	
Goal 1	[Status]	[Comments]
Goal 2	[Status]	[Comments]
Goal 3	[Status]	[Comments]
Goal 4	[Status]	[Comments]
Employee's Comments	[Employee's Comments]	
Employee's Signature		
Date		
Manager's Comments	[Manager's Comments]	
Manager's Signature		
Date		

Factors to Consider in Performance Appraisal

Job-related Factors

These include the specific duties, responsibilities, and requirements of the employee's role, as well as the expected level of performance.

Behavioral Factors

This encompasses the employee's attitude, work ethic, communication skills, and ability to work effectively with others.

Organizational Factors

Factors such as the company's goals, policies, and culture should be considered when evaluating an employee's performance.



Principles of Performance Appraisal

Objectivity

The appraisal process should be based on clear, measurable criteria and be free from bias or personal preferences.

1

Transparency

The appraisal process and criteria should be communicated clearly to all employees, promoting trust and accountability.

3

2

Consistency

The same standards and methods should be applied to all employees in a fair and equitable manner.

Documents Used in Performance Appraisal

Job Description

This document outlines the employee's specific duties, responsibilities, and the expected level of performance.

Self-evaluation

Employees are often asked to provide a self-assessment of their performance, which can provide valuable insights.

Performance Appraisal Form

This standardized form is used to record the employee's performance, strengths, weaknesses, and development needs.

Career Development Plan

This document outlines the employee's long-term career goals and the steps needed to achieve them.

PERFORMANCE EVALUATION FOR PERMANENT CLASSIFIED EMPLOYEES

NAME: _____ EMPLOYEE NUMBER: _____
CLASSIFICATION: _____ DIVISION OR COLLEGE: _____
EVALUATION PERIOD: _____

RATINGS:
A – MEETS OR EXCEEDS WORK PERFORMANCE STANDARDS
B – BELOW WORK PERFORMANCE STANDARDS

Note: Performance Evaluations for permanent employees shall be made by the supervisor/evaluator. (See Article 16, B1)

PERFORMANCE STANDARDS	A	B	COMMENTS
1. QUALITY OF WORK: Consider the employee's job knowledge and the extent to which the employee is accurate, neat, well organized, and thorough.			
2. QUANTITY OF WORK: Consider the extent to which the amount of work produced meets reasonable standards.			
3. WORK HABITS: Consider the extent to which the employee shows good daily attendance, is punctual, orderly, complies with rules, regulations and instructions, and works without immediate supervision.			
4. PERSONAL QUALITIES: Consider the extent to which the employee uses good judgment, shows initiative, and adapts to emergency and new situations. Personal qualities also includes personal hygiene.			
5. RELATIONSHIP WITH OTHERS: Consider the extent to which the employee works effectively and courteously with fellow employees, with students and the public.			
6. SUPERVISORY QUALITIES (IF APPLICABLE): Consider the extent to which the employee exhibits leadership, impartiality and fairness in making decisions. Shows good judgment in assigning work and communicates effectively. Assignments are completed in an effective and timely manner.			

7. GENERAL COMMENTS OR COMMENTS ON OTHER FACTORS NOT LISTED ABOVE.

8. OVERALL PERFORMANCE

CLASSIFICATION OF POSITION: Do the primary duties of the employee fall within his/her assigned class? If "NO", attach a statement listing duties and responsibilities considered inappropriate to the class.

Supervisor	YES	NO
Employee	_____	_____

HOW TO CONDUCT A PERFORMANCE APPRAISAL

Step-by-Step Method

Under the Competency Model

Methods of Performance Appraisal



Checklist

A simple list of job-related criteria that the appraiser uses to evaluate the employee's performance.



Essay

A narrative-based approach where the appraiser writes a detailed description of the employee's performance.



Rating Scale

A numerical or graphical scale used to rate the employee's performance on various criteria.

360°

360-degree Feedback

Feedback from multiple sources, including peers, supervisors, and subordinates, to provide a more comprehensive assessment.



Errors to Consider in Performance Appraisal

1 Halo Effect

The tendency to rate an employee's overall performance based on a single positive or negative trait, rather than considering all aspects of their performance.

3 Leniency Bias

The tendency to rate employees more positively than they deserve, often due to a desire to avoid confrontation or maintain good relationships.

2 Recency Bias

The tendency to give more weight to an employee's recent performance, rather than considering their overall performance throughout the evaluation period.

4 Stereotyping

The tendency to judge an employee based on their gender, race, age, or other demographic characteristics, rather than their actual performance.



4 best practices for performance appraisal

1. Train managers
2. Communicate with employees
3. Assess and improve the process
4. Use the right technology

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Conducting Effective Performance Appraisals

1

Prepare

Gather all relevant information, review the employee's past performance, and create a structured agenda for the meeting.

2

Discuss

Engage the employee in an open and honest conversation, focusing on both their strengths and areas for improvement.

3

Collaborate

Work with the employee to set clear, measurable goals and develop a plan for professional development.

Feedback and Goal Setting

1

Effective Feedback

Provide timely, specific, and constructive feedback that helps employees understand their strengths, weaknesses, and areas for improvement.

2

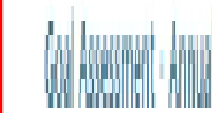
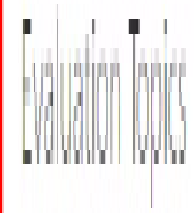
SMART Goals

Collaborate with employees to set Specific, Measurable, Achievable, Relevant, and Time-bound goals that align with the organization's objectives.

3

Development Plan

Create a comprehensive development plan that outlines the training, resources, and support the employee needs to achieve their goals and enhance their performance.



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Conclusion and Recommendations

Effective performance appraisal is a critical component of successful talent management and organizational development. By implementing a comprehensive and well-designed appraisal system, organizations can foster a culture of continuous improvement, enhance employee engagement, and drive sustainable business growth. To maximize the benefits of performance appraisal, it is essential to adhere to the principles of objectivity, consistency, and transparency, while also addressing common appraisal errors and continuously refining the process based on feedback and best practices.

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