

Seek and consider employee input

Under no circumstances should employees be asked to write their own appraisals. Raters are solely responsible for assessing performance. However, you should obtain the employee's input by the end of June each year or just prior to the end of the employee's assignment, whichever comes first. The more detailed the input received from the employee, the easier it will be for you to find appropriate examples to support the assessment.¹ You may also wish to seek input from others with whom the employee has worked. This is particularly important if you have not observed all of the employee's work first-hand. Valuable information about an employee's qualifications may be obtained from team members, clients, peers and subordinates. **Opinions from references must not appear in the appraisal.** Raters must form their own assessment based on many sources of information, and references are only one such source.

Whatever format is adopted, employee input should contain the following elements for each qualification:

Examples	Two or three projects or tasks that demonstrated the qualification.
Complexity	What factors made the project or task difficult to complete?
Results/impact	What were the results/impact of the project to the client or to the overall major objectives that are directly attributable to the employee's performance of that qualification?

Appraisal discussions

The purpose of discussing performance with employees is to ensure that they understand your evaluation of their performance, and to help them improve. If the rater and employee agree on responsibilities and major objectives in September and discuss the employee's performance and progress toward the major objectives often throughout the appraisal year, **the actual appraisal report should contain no surprises.**

To reach this level of mutual understanding, it is important that the rater **listen carefully** to the employee. How does the employee view his role? Has he understood what you expect? What does the employee think are his strengths and weaknesses? How does his self-assessment differ from yours? In what areas does the employee think he can improve? In the course of an open conversation, many of the

¹ See Appendix E - What Is a Full Substantiation?