

## Performance Appraisal Manager's Meeting

### POAD

#### Purpose

To intensely focus collective management attention on each employee in order to reach consensus on what is most important to communicate regarding performance and growth in both the past and upcoming performance period in a way that is edifying, supportive, and encouraging of peak performance.

#### Outcomes

- What [**Organization**] as a whole has to share with each employee about their performance and growth, (and not just that of a single reviewer).
- Consistency amongst and across managers/reviewers in the messages they deliver to reviewees.
- Make managers aware of how employees in other parts of the organization are performing and what they are doing.
- Feedback and guidance to managers by core leaders to upgrade the perception, perspective, maturity, and clarity of thinking related to assessing performance of those they are in charge.

#### Approach

For each reviewee:

- If the reviewee being discussed is also attending the meeting as a reviewer, s/he must leave the room when s/he is the subject of discussion.
- The reviewer presents a 2-3 minute summary of each reviewee, focusing on key areas, and including numeric ratings.
- The group discusses the strengths and contributions for 1-2 minutes, to ensure that nothing important is missing and to eliminate any points that do not belong. If a strength or contribution is particularly important to draw out and reinforce, the group may decide to emphasize it in their message to the reviewee.
- The group discusses the reviewee's evidenced growth for 1-2 minutes, adding additional points and challenging those listed, and also challenging the contribution and growth scores. High and low scores are subject to especially critical review in light of examples presented. The goal in the remaining time is to arrive at a



consensus on one or two key messages the organization wants delivered to the reviewee.

Ground Rules/Principles:

- Work the point not the person who said it. That is, do not ask who contributed a certain point to the review; reviewers, do not say anything about whose form were drawn on for particular points in the consolidated review. That is not important.
- Maintain complete confidentiality of material covered in the meeting.
- No decisions on compensation, promotion, or employment status are made in this meeting, for anyone.
- Do not discuss compensation or employment status of a reviewee unless those are topics that the group assembled is the right group to discuss anyway. For example, the executive team might point out that person X is making less than his peers, but would not discuss the compensation of one of the executives.
- A mediator is assigned to each Appraisal Review Meeting to ensure that we spend no more than 12 minutes per employee. To increase the odds of this, do not spend too much time splitting hairs or talking about things that everyone agrees on already.

**Deliverable:**

- Key points to communicate to each reviewee.
- Calibrated performance of individuals with similar job functions in a group and across groups.
- Growth and performance scores to use as input to Salary Actions.

