

Appraisal: Improving Performance And Developing The Individual

Author Donald Kirkpatrick is one of the leading voices on human resources and training and development. For more than forty years, Kirkpatrick's four-level performance evaluation model has been the standard throughout the world, and has revolutionized the way enterprises manage, monitor, and optimize employee performance. The new edition of *Improving Performance Through Appraisal and Coaching* contains all the wisdom and step-by-step processes of the original, with all the guidance and tools you'll need to implement a program that gets maximum results. The book starts with a 40-question test about your organization and its processes and attitudes regarding performance appraisal and coaching. Taking the test both before and after reading the first section of the book will highlight exactly where your existing initiatives can be improved and new ones put in place. Kirkpatrick then goes on to describe in detail how a culture of coaching builds and enhances performance, and how to build this culture across the entire organization. Examples and eye-opening Notes from the Field both reinforce and complement the author's sage recommendations, illustrating how his approaches can be adopted in their entirety or deployed piecemeal, depending on your organization's specific needs. The case studies, both from major employers, prove the overarching value of a proactive performance appraisal program and vibrant coaching environment. The book is packed with ready-to-use forms and, more important, instructions and observations on their effective use. Plus, every chapter is designed for practical application, featuring accessible charts and figures, lists of key points, specific suggestions, cause-and-effect relationships, and much more. While workplaces and jobs have changed dramatically, some truths seem everlasting. One is that in order to obtain exceptional employee performance, you need to build a thorough and consistent appraisal mechanism and coaching program. The other is that there is no one more knowledgeable about how to do it than Donald Kirkpatrick.

'Performance Management' will help managers use informal performance assessments and feedback as part of their regular interactions with employees. Readers will learn to prepare for a formal performance meeting with a direct report, document a performance meeting, and create a development plan with the employee.

Organizations of all sizes face the challenge of accurately and fairly evaluating performance in the workplace. Performance Appraisal and Management distills the best available research for and translate those findings into practical, concrete strategies. This text explores common obstacles and why certain performance appraisal methods often result in failures. Using a strategic, evidence-based approach, the authors outline best practices for avoiding common pitfalls and helping organizations achieve their maximum potential. Cases, exercise, and spotlight boxes on timely issues like cyberbullying in the workplace and appraising team performance provides readers with opportunities to hone their critical thinking and decision making skills.

The key difference between a highly successful organization raising bars at every turn and one that limps along just happy to reach its quarterly goals--most of the time--might very well be how they address performance reviews. Are they just a perfunctory, annual "check-off," with no other goal than to justify salary increases, or does the organization truly know how to manage and measure its employees' performances in order to best impact a company's bottom line?In *The Performance Appraisal Tool Kit*, readers will discover a customizable appraisal template covering the essential areas of performance and conduct and learn how they can adapt it to fit varying business strategies. After all, every organization is a unique entity, therefore, the performance appraisal plan must also be unique to its company. In order to find the process that best increases efficiency and effectiveness in your workplace, learn how to:
• Profile ideal employee performance and behavior
• Design competencies that power performance, both at the individual and enterprise level
• Drive future change by setting your organization's strategic direction
• Retool the appraisal as needed to ratchet up expectations over time
• And moreThere's nothing more valuable to a company in the long-term than a motivated and dedicated workforce. This forward-thinking, one-of-a-kind guide gives you the resources you need to construct a performance appraisal program that will accommodate market changes, revised priorities, and increasing productivity targets--and in the end, will lift your organization to a higher level.

Working with Individuals and Organizations

Handbook of Improving Performance in the Workplace, The Handbook of Selecting and Implementing Performance Interventions

Performance Management

A Survival Guide for Managers

An Analysis of the Separation of the Performance Appraisal and Performance Review Functions of Management as a Means of Improving Employee Performance and Development

Measure and Improve the Effectiveness of Your Employees

"Pay for performance" has become a buzzword for the 1990s, as U.S. organizations seek ways to boost employee productivity. The new emphasis on performance appraisal and merit pay calls for a thorough examination of their effectiveness. Pay for Performance is the best resource to date on the issues of whether these concepts work and how they can be applied most effectively in the workplace. This important book looks at performance appraisal and pay practices in the private sector and describes whether--and how--private industry experience is revelant to federal pay reform. It focuses on the needs of the federal government, exploring how the federal pay system evolved; available evidence on federal employee attitudes toward their work, their pay, and their reputation with the public; and the complicating and pervasive factor of politics.

In this revised and updated text, Fletcher and Williams take an evidence-based approach to analysing the key elements of the appraisal process and its place in performance management. Drawing on the academic literature and examples of best-practice, the authors explain how performance appraisal can motivate and develop staff, foster commitment and positivity, and ultimately improve an organisation's performance. Key topics covered include: Designing an appraisal system Identifying and developing talent Multi-level and multi-source feedback Appraising professionals Cultural challenges Evaluating and maintaining appraisal systems Appraisal: Improving Performance and Developing the Individual, 5th Edition, is a standard in the field and essential reading for all students of HRM and occupational psychology, and for any HRM professional looking to develop more effective performance appraisal systems.

Are your employees meeting their goals? Is their work improving over time? Understanding where your employees are succeeding—and falling short—is a pivotal part of ensuring you have the right talent to meet organizational objectives. In order to work with your people and effectively monitor their progress, you need a system in place. The *HBR Guide to Performance Management* provides a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve, and ensure they're growing with the organization. You'll learn to: Set clear employee goals that align with company objectives Monitor progress and check in regularly Close performance gaps Understand when to use performance analytics Create opportunities for growth, tailored to the individual Overcome and avoid burnout on your team Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the *HBR Guides* provide smart answers to your most pressing work challenges.

Packed with inside tips on achieving performance levels once thought unattainable, this practical guide provides you with the goal-focused, commonsense tools you need to stimulate productivity in any environment.

Abolishing Performance Appraisals

Walking the Path Together

Improving Employee Performance Through Appraisal and Coaching

The Performance Appraisal Tool Kit

Appraisal

performance appraisal and management

Most managers hate conducting performance appraisal discussions. What's worse, few feel confident in their ability to accurately assess the performance of a subordinate. In *The Performance Appraisal Question and Answer Book*, expert Dick Grote answers over 100 of the most common -- and most difficult -- questions about this vitally important but often misunderstood process, including:
• How should I react when an employee starts crying during the appraisal discussion . . . or gets mad at me?
• Which is more important -- the results the person achieved or the way she went about doing the.

Plan objectives, priorities and progress in line with the organisations overall goals. Includes information on : Constructive criticism; coaching; progress reviews; annual appraisals and reviews.

Compiling extensive research findings with real insights from the business world, this must-read book on performance appraisal explores its evolution from the classic appraisal to its current form, and the methodology behind its progression. Looking forward, Aharon Tziner and Edna Rabenu emphasize that well-conducted appraisals combine a mixture of classic and current practices.

Here are the tools to build a genuinely proactive performance management program. Fully updated with all-new case studies from major companies, the second edition will help managers and HR professionals: Start a program designed to get maximum results Understand job requirements and set standards Use coaching to maximise performance Conduct more effective interviews Create performance improvement plans that really work

Strategies for Success - eBook Edition

Objectives, Methods, and Skills

Appraisal, Feedback and Development

Performance Management For Dummies

Increasing Productivity Through Performance Appraisal

Performance Appraisal and Management

The tools you need to enrich the performance-appraisal experience as you streamline the process Whether you're a manger looking to implement employee appraisals for the first time, concerned with improving the quality and effectiveness of the appraisal process, or simply trying to save time and mental anguish Performance Appraisals & Phrases For Dummies provides the tools you need to save time and energy while presenting fair and accurate evaluations that foster employee growth. This convenient, portable package includes a full-length appraisal phrasebook featuring over 3,200 spot-on phrases and plenty of quick-hitting expert tips on making the most out of the process. You'll also receive online access to writable, customizable sample evaluation forms other timesaving resources. Includes more than 3,200 phrases for clear, and helpful evaluations Helps make evaluations faster, more effective, and far less stressful Offers far more advice and coaching than other performance appraisal books Serves as an ideal guide for managers new to the appraisal process With expert advice from Ken Lloyd, a nationally recognized consultant and author, Performance Appraisals and Phrases For Dummies makes the entire process easier, faster, and more productive for you and your employees.

Learn how to make the performance appraisal process deliver maximum value to the organization. Performance appraisals are a critical tool for aligning employee performance with the goals of the organization. They also provide a key point of contact between managers and their people. Yet there are few tasks managers dread more. This book will equip you to meet this managerial challenge with confidence and enthusiasm. Learn how you can make the performance appraisal process deliver maximum value to both the organization and employees. Assessments, diagrams and checklists help you gain a thorough understanding of the performance appraisal process and your role at every stage. Real-world scenarios illustrate common situations and let you listen in on sample conversations. Clear, step-by-step instructions help you write the performance review document and prepare for the critical face-to-face meeting. Throughout the book, exercises give you the opportunity to apply what you learn directly to your own performance appraisal situation. Readers will learn how to:

- Assess past performance and set achievable objectives
- Prepare a written performance review following a seven-step format
- Ensure a successful face-to-face meeting
- Create career development plans that support organizational and personal goals
- Deal with disciplinary issues and documentation
- Coach employees to improve performance
- Identify key elements in creating and maintaining a motivating atmosphere
- Build relationships and monitor performance with remote employees. This is an ebook version of the AMA Self-Study course. If you want to take the course for credit you need to either purchase a hard copy of the course through amaselfstudy.org or purchase an online version of the course through www.flexstudy.com.

HANDBOOK OF IMPROVING PERFORMANCE IN THE WORKPLACE Volume 2: Selecting and Implementing Performance Interventions In this groundbreaking volume, leading practitioners and scholars from around the world provide an authoritative review of the most up-to-date information available on performance interventions, all presented within a holistic framework that helps ensure the accomplishment of significant results. Addressing more than 30 performance interventions, with such varied topics as Incentive Systems, e-Learning, Succession Planning and Executive Coaching, this volume guides readers through the development of comprehensive performance improvement systems. Each chapter illustrates in practical terms how to select, plan, implement, and manage performance interventions, as well as how to evaluate their results. Through best practices research, comparative analysis, illustrative case studies from around the world, and editorial guidance on how to link together diverse interventions, the handbook is an important guide for achieving desired results in the workplace and beyond. Sponsored by International Society for Performance Improvement (ISPI), the Handbook of Improving Performance in the Workplace, three-volume reference, covers three main areas of interest including Instructional Design and Training Delivery, Selecting and Implementing Performance Interventions, and Measurement and Evaluation.

This practical guide explains how appraisal can be used as a vital tool in harnessing employee commitment and improving performance. Drawing throughout on real-life examples as well as research, Clive Fletcher examines the aims and objectives of appraisal, what to appraise - personality, competences or results? - and how to design systems, introduce, monitor and maintain them. Detailed consideration is given to appraising potential, appraising professionals, appraisal in the public sector and as part of performance management. Today all personnel specialists and most managers need a firm grasp of the theory and techniques of appraisal; this book aims to tell them what they need to know.

How to be Good at Performance Appraisals

The Guidebook for Performance Improvement

Why They Backfire and What to Do Instead

Improving Performance and Developing the Individual

HR Tools for Global Competitiveness

HBR Guide to Performance Management (HBR Guide Series)

The ultimate resource for improvement and planning! This treasure trove of information gives you expert direction for helping your organization and its employees improve performance. Unlike most resources on organizational improvement that consider only the micro- (individual) and macro- (organization) levels, this guide incorporates the mega- (customer/client) level in planning success. Among the many leading contributors to this volume are: Dale M. Brethower Diane Dormant Judith Hale Roger Kaufman Danny G. Langdon Bette Madson Ann W. Parkman Sivasailam "Thiagi" Thiagarajan Odin Westgaard Jack Zigon . . . and many more! You'll learn vital performance improvement steps including: Defining objectives and ensuring that they are useful Determining what results to achieve Designing and implementing interventions, programs, and activities that will achieve results Planning appropriate evaluation efforts . . . and much more! The Guidebook for Performance Improvement draws on all the current improvement approaches--quality, reengineering, job-task analysis, reward programs, and others--synthesizes those ideas, and offers you a wide range of success strategies to maximize workplace performance. A desk reference like no other, this book gives you cutting-edge tips and techniques for achieving organizational breakthroughs.Selected Contents: --The Origins and Critical Attributes of Human Performance Technology Research and Development Origins of Performance Systems Social Responsibility --A Strategic-Planning Framework: Mega Planning Preparing Performance Indicators and Objectives Needs-Assessment Basics Business-Unit Performance Analysis and Development Organizational Mapping Job-Task Analysis --The Hierarchy of Interventions Applications of Total Quality Concepts to Organizational Effectiveness Developing Front-line Employees: A New Challenge for Achieving Organizational Effectiveness Job Aids Recruitment and Turnover Accountability for Staff Turnover Performance Management Program Management: Its Relationship to the Project Rewards and Performance Incentives Developing Test and Assessment Items Quality Management/Continuous Improvement Performance Appraisal

Compiling extensive research findings with real insights from the business world, this must-read book on performance appraisal explores its evolution from the classic appraisal to its current form, and the methodology behind its progression. Looking forward, Aharon Tziner and Edna Rabenu emphasize that well-conducted appraisals combine a mixture of classic and current, and are here to stay. The book first presents a primer to performance appraisals, covering the role of management, the appraisers, and external and political influences. The authors then present ways to improve the appraisal system through training, methodology and diversification. Consequently, they outline the key questions and opportunities facing the research and business communities, including the rapidly developing technological and democratic workforce. In particular, the authors highlight the need for the creation of a "climate of performance" and innovation in research, for the betterment of both the individual employee and society as a whole. *Improving Performance Appraisal at Work* is a comprehensive guide for researchers in business and management, human resource management and organizational behavior. The authors cover an extensive array of issues relating to the role of employee performance appraisal, making this book an excellent advisory text for those in professional human resource roles.

A comprehensive guide to planning, designing, and implementing appraisal systems that are tailored to meet an organization's real needs. For human resource professionals and managers, the authors show how to define performance, who should measure it, who should give and receive feedback, and how often appraisals should be made. They examine and evaluate the common approaches to appraisals--those oriented to the performer, the behavior, the result, or the situation--and shows how they can be integrated into an effective system.

Do you supervise people? If so, this book is for you. One of a manager's toughest—and most important—responsibilities is to evaluate an employee's performance, providing honest feedback and clarifying what they've done well and where they need to improve. In How to Be Good at Performance Appraisals, Dick Grote provides a concise, hands-on guide to succeeding at every step of the performance appraisal process—no matter what performance management system your organization uses. Through step-by-step instructions, examples, do-and-don't bullet lists, sample dialogues, and suggested scripts, he shows you how to handle every appraisal activity from setting goals and defining job responsibilities to evaluating performance quality and discussing the performance evaluation face-to-face. Based on decades of experience guiding managers through their biggest challenges, Grote helps answer the questions he hears most often:

- How do I set goals effectively? How many goals should someone set?
- How do I evaluate a person's behaviors? Which counts more, behaviors or results?
- How do I determine the right performance appraisal rating? How do I explain my rating to a skeptical employee?
- How do I tell someone she's not meeting my expectations? How do I deliver bad news?

Grote also explains how to tackle other thorny performance management tasks, including determining compensation and terminating poor performers. In accessible and useful language, *How to Be Good at Performance Appraisals* will help you handle performance appraisals confidently and successfully, no matter the size or culture of your organization. It's the one book you need to excel at this daunting yet critical task.

Improving Customer Service Through Effective Performance Management

Routes to Improved Performance

How to Improve Performance Through Appraisal and Coaching

Aligning Appraisals and Organizational Realities

Making Performance Review Work

24 Lessons for Improving Performance

Armstrong's Handbook of Performance Management addresses all areas of performance management, from performance pay and giving feedback to managing underperformers and having difficult conversations, so organizations can optimize staff performance. This fully updated and restructured 6th edition analyzes traditional as well as the latest developments in performance management including the shift from ratings and annual reviews. Veteran HR expert Michael Armstrong examines where these new approaches should be embraced and where traditional methods of performance management may be preferable. Packed with examples, exercises, checklists and new case studies from organizations such as Microsoft, IBM and Expedia, this book remains the most authoritative and engaging textbook on performance management. Supporting online resources for *Armstrong's Handbook of Performance Management* include an instructor's manual, a student's manual, lecture slides, a glossary of terms and a literature review.

Radical Candor is the sweet spot between managers who are obnoxiously aggressive on the one side and ruinously empathetic on the other. It is about providing guidance, which involves a mix of praise as well as criticism, delivered to produce better results and help employees develop their skills and boundaries of success. Great bosses have a strong relationship with their employees, and Kim Scott Malone has identified three simple principles for building better relationships with your employees: make it personal, get stuff done, and understand why it matters. *Radical Candor* offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Drawing on years of first-hand experience, and distilled clearly to give actionable lessons to the reader, *Radical Candor* shows how to be successful while retaining your integrity and humanity. *Radical Candor* is the perfect handbook for those who are looking to find meaning in their job and create an environment where people both love their work, their colleagues and are motivated to strive to ever greater success.

The authors separate the five discrete functions of appraisal: coaching, feedback, compensation, employee development, and legal documentation and clarify the objectives of each. They examine the atrocious track record of appraisals.

Abstract: To help managers and subordinates work together to improve performance, a combination of on-the-job coaching (or training), appraisals, counseling sessions, interviews, and performance improvement plans (PIP) are described. PIP is worked out both for a manager and for overall administration. Each step in the PIP is a logical process which removes the manager's uneasiness regarding appraisals, and relieves the subordinate's apprehensiveness about questioning. Strong, positive actions can be manifested and performance can be improved. One of the facets in performance appraisal and improvement is called significant job segments (SJS) which are 7 or 8 major factors that must be evaluated during appraisal. Standards of performance describe for management how well a job was done. The entire appraisal process can provide professional and personal growth for subordinates and managers. (kbc).

Putting Research into Action

Performance Appraisals

Redesigning Your Performance Review Template to Drive Individual and Organizational Change

Improving Performance Appraisal at Work

How to Manage Performance

Making Performance Management and Appraisal Valuable

Tried and trusted by thousands of HRM students and professionals in three previous editions, this is the most comprehensive introduction to performance appraisal currently available. In this fully revised and updated work, Clive Fletcher explores the key elements of the appraisal process, and through best practice examples explains how such processes can motivate and develop staff, fostering commitment and positivity, and ultimately improving an organization's performance. Drawing on the wider critical literature on performance management and organizational psychology, and based firmly on evidence-based analysis and organizational experience, the book stresses the vital role of performance appraisal in the identification, development and retention of talent. Discussion topics include: aims and outcomes of the appraisal process designing appraisal schemes appraisal as an ingredient of performance management Multi-level, multi-source '360 degree' feedback training, implementation and monitoring the international and cultural adaptation of appraisal systems.

Exploring both public and private sector contexts, this is essential reading for all students of human resource management and for any manager or HRM professional looking to develop more effective performance appraisal systems.

This text describes a process that identifies the critical behaviour of employees that directly affects an organization's productivity and profit. Primary emphasis is placed on practical applications of the theoretical principles of goal setting, reinforcement, role clarity and team building. The text advocates the training of managers to recognize, reward and encourage appropriate employee behaviour through these activities. The approaches outlines are adaptable to current practices in selection, training and motivation.

Rather crawl across broken glass than do performance appraisals? You have lots of company! Learn to manage performance, from goal setting to performance reviews, so everybody wins, AND remove the discomfort. Finally, an approach that does away with outmoded confrontation based appraisals, and considers employee reviews in a systems thinking context. Remove the pain and the dread, AND supercharge performance. Everyone wins, employee, manager and organization. This kit is built for busy learners -- people who haven't the time to read long tedious books on the subject. Tightly written ESSENTIALS, plus tools you can reproduce for your own use. Learn to plan performance and set goals, diagnose root causes of problems, conduct the appraisal meeting, and use progressive discipline techniques. Learn to work together so everyone succeeds! Included: What you need to know about: Rating and Ranking Systems and Their Weaknesses Stupid Things Managers, Employees and HR Do TO Sabotage Employee Appraisals Performance Planning and Goal setting Communicating about performance all year long, feedback and recognition Improving Performance and dealing with performance problems Effective performance appraisal procedures Appraisals and employee training and development Also: Reproducible copies of: Performance Management Master Checklist Helpcard Getting the Most From Performance Appraisals For Employees Helpcard Job aids: Performance Management For Managers Helpcard Performance Planning For Managers Helpcard Diagnosing Performance Problems Helpcard Progressive Discipline For Addressing Performance Problems Helpcard This kit is part of our Busy Learner's Series, devoted to increasing workplace and personal success in ways that reduce reading and maximize your time! Note: This second edition has been reformatted to make it more affordable. Content is similar to the first edition.

There has been a shift in HR from performance appraisal to performance management. A new volume in the SIOP Professional Practice Series, this book contains a broad range of performance management topics, offers recommendations grounded in research, and many examples from a variety of organizations. In addition to offering state-of-the-art descriptions of performance management needs and solutions, this book provides empirical bases for recommendations, demonstrates how performance management tracks and helps promote organizational change, and exams critical issues. This book makes an ideal resource for I/O psychologists, HR professionals, and consultants. "In this comprehensive and timely volume, Smither and London assemble an exceptional collection of chapters on topics spanning the entire performance management process. Written by leading researchers and practitioners in the field, these chapters draw on years of research and offer a blueprint for implementing effective performance management systems in organizations. This volume is a 'must-read' for all those interested in performance management." —John W. Fleenor, Ph.D., research director, Center for Creative Leadership

How to Conduct a Performance Appraisal

Radical Candor

An Evidence-Based Guide to Delivering High Performance

The Wiley Blackwell Handbook of the Psychology of Training, Development, and Performance Improvement

How to Be Good at Performance Appraisals

Armstrong's Handbook of Performance Management

Implement best-in-class performance management systems Performance Management For Dummies is the definitive guide to infuse performance management with your organization's strategic goals and priorities. It provides the nuts and bolts of how to define and measure performance in terms of what employees do (i.e., behaviors) and the outcome of what they do (i.e., results) – both for individual employees as well as teams. Inside, you'll find a new multi-step, cyclical process to help you keep track of your employees' work, identify where they need to improve and how, and ensure they're growing with the organization—and helping the organization succeed. Plus, it'll show managers to C-Suites how to use performance management not just as an evaluation tool but, just as importantly, to help employees grow and improve on an ongoing basis so they are capable and motivated to support the organization's strategic objectives. Understand if your performance management system is working Make fixes where needed Get performance evaluation forms, interview protocols, and scripts for feedback meetings Grasp why people make some businesses more successful than others Make performance management a useful rather than painful management tool Get ready to define performance, measure it, help employees improve it, and align employee performance with the strategic goals and priorities of your organization.

Performance management is a means of identifying critical dimensions of performance, its planning, review and development. It is a simple and commonsensical way to measure productivity as also to enhance performance and is a critical tool for organizations in today's competitive environment. Organizations are constantly on the lookout for a performance system that is appropriate to their environment and work culture. This book explores the many facets of performance management and how it works. The author defines performance management as a continuous process which consists of defining, planning, analyzing and developing performance through competency building. It focuses on commitment and support building as also recognizing and rewarding performance and contribution. The author maintains that more than just a method of reviewing performance, a performance management facilitates learning among managers. This system brings about role clarity and resultantly, there is more focus on performance development. It also raises levels of trust, which create better communication, and as a consequence a more transparent and productive organization. A key feature of the book is that it advises organizations to shift their focus from an appraisals only approach to the more holistic framework of performance management. This will ensure growth and development of employee performance. This book is discusses the latest theoretical developments in the field in a jargon free and accessible style. It encompasses critical implementation aspects of performance management and includes a number of chapters which provide insightful information on performance management. It also includes recent experiences of organizations which have incorporated performance management systems in their structure, thus giving the reader a realistic and comprehensive feel of the topic.

If you're an executive, manager, or team leader, one of your toughest responsibilities is managing your people's performance. How do you appraise just how well a direct report has carried out her job? What do you do if informal coaching fails to improve mediocre performance? In *How to be Good at Performance Appraisals* Dick Grote provides a concise, hands-on guide to succeeding at every task required by your company's performance appraisal and management process. Through step-by-step instructions, examples, sample dialogues, and suggested scripts, he shows you how to handle appraisal activities ranging from setting goals, defining job responsibilities, and coaching to providing recognition, assessing performance and discussing it with employees, and creating development plans. Grote also explains how to tackle other performance management activities your company requires, such as determining compensation, developing and retaining star performers, and solving people problems. This book is so accessible and practical that you won't just read it once and put it away. Instead, you'll be sure to keep it within arm's reach, referring to particular chapters each time you face a performance management task.

This paper, *Improving Customer Service Through Effective Performance Management*, describes how agencies can use their employee performance management systems as tools to help them reach the customer services goals they've set under Executive Order 12862 and the Results Act. Throughout the paper references to performance management and its component processes will apply at the individual or team level unless otherwise noted. The terms “standard” and “goal” are also used throughout this paper. On September 7, 1993, President Clinton set the Federal Government on the path to high-quality customer service by issues Executive Order 12862, “Setting Customer Services Standards (see Appendix 1). Through this order, the President has set the goal for Federal agencies to deliver customer services that equals the best in the business. Agency response to the President's order is described in *Putting Customers First: Standards for Serving the American People*, a Report of the National Performance Review (NPR). This NPR report published in September 1994, presents more than 1,500 customer service standards, representing goals and standards set by more than 100 Federal Agencies. On March 22, 1995, the President again focused attention on improving customer service when he issued a memorandum for heads of executive departments and agencies that addressed the second phase of reinventing government (see Appendix 2). In that memo, he advises agencies to integrate customer service measure with other performance initiatives and to align employee appraisal and recognition programs with a customer focus. A concern about the quality of service to its customers is not new in the Government. The statute that sets forth requirements for employee performance appraisal at section 4302(b) of title 5, United States Code, specifically mentions “the extent of courtesy demonstrated to the public” as a possible criterion for evaluating job performance. Another requirement for agencies to set goals comes for the Government Performance and Results Act (the Result Act) of 1993. The Results Act requires agencies to develop organizational performance plans, establish performance goals that are objective and measurable, establish performance indicators to be used in measuring outputs, service levels, and outcomes of each program, and submit performance reports to the Office of Management and Budget. The organizational performance management system established at the agency level through the Results Act is similar to the employee performance management system agencies establish under Government wide regulation in 5 CFR 430. Both include establishing performance plans, setting goals, developing measurement systems, and assessing performance. Because individual performance management plans should align individual and team performance goals to the goals of the agency, both Executive Order 12862 and the Results Act should have a significant effect on agency performance management programs.

The Appraisal Interview

A Guide for Improving Performance Appraisal

A Handbook

Performance Appraisals and Phrases For Dummies

Designing Performance Appraisal Systems

How to Get What You Want by Saying What You Mean

The latest Wiley Blackwell Handbook of Organizational Psychology uses a psychological perspective, and a uniquely global focus, to review the latest literature and research in the interconnected fields of training, development, and performance appraisal. Maintains a truly global focus on the field with top international contributors exploring research and practice from around the world Offers researchers and professionals essential information for building a talented organization, a critical and challenging task for organizational success in the 21st century Covers a diverse range of topics, including needs analysis, job design, active learning, self-regulation, simulation approaches, 360-degree feedback, and virtual learning environments

Does the performance appraisal system at your organization work well? Could it be improved? This issue gives background and foundation guidance, as well as ideas, processes, methods, and best practices for conducting performance appraisals. The job aids at the back of the issue provide a checklist of tasks when preparing for and conducting a performance review.

Pay for Performance

Performance Management and Appraisal Systems

Effective Performance Management

Simple, Effective, Done Right

The Performance Appraisal Question and Answer Book

Evaluating Performance Appraisal and Merit Pay