

TABLE OF CONTENTS

Introduction	i
Chapter 1 – The Legal Importance Of Accurate Performance Assessments	9
Chapter 2 – Plan It Right, Assess It Right	17
Chapter 3 – Feedback And Coaching 365 Days A Year	31
Chapter 4 – When Warnings Aren’t Heeded, Performance Improvement Plans Are Needed	45
Chapter 5 – Helping Employees To Make The Most Of The Appraisal Partnership	61
Chapter 6 – The Formal Appraisal Form	71
Chapter 7 – Conducting The Formal Appraisal Interview	87
Chapter 8 – Alternative Appraisal Methods	99
Chapter 9 – Performance Management Audits	119
Appendices	
A. Sample Performance Appraisal Policy	125
B. Sample Performance Appraisal Forms	127

C. Case Study: Progressive Appraisal In Action	135
D. Management Training Exercise	139
E. Performance Appraisal Checklist	145
Index	149