

Manager Guidance Notes for Annual Appraisals

Purpose of Appraisals:

- Provide a forum for individual feedback on work performance
- Provides a formal channel through which development needs are identified
- Clarifies what is expected of an individual and how this relates to the Company objectives
- May Improve teamwork through shared objectives (but may not)
- Allows face to face discussion on a one-to-one basis
- Helps to plan ahead together
- Chance to explain to staff about developments affecting the Company/ department / team
- Opportunity to reinforce thanks for a job well done
- Opportunity to discuss **previously identified** performance issues and to assess progress
- Can counsel and advise your staff
- Staff can present their views and ideas
- Opportunity for you to influence attitudes and behaviours

Appraisals should take place at least twice a year, and should take the form of an annual appraisal and a mid-year review. For positions requiring closer monitoring or employees that need more guidance, additional reviews can be scheduled between these two points.

You should not wait for an appraisal or review to raise issues around performance or to congratulate employees on a job well done, if you do the impact may well be diluted or even lost. (No Surprise/Ambush) If it is decided that the appraisal will take place twice a year, the employee should take responsibility for monitoring their own performance against the set objectives on regular basis, no point in checking where you are up to on the morning of your review?!

The company should have a generic format for the site and off site workers designed around the differing objectives of the employee or the type of work carried out. But both should support the company objectives and the business plan or strategy.

Employees should have approximately 5 individual objectives, team or company objectives can be used and I have seen them used both effectively and ineffectively, I would recommend that employees are assessed by their individual contribution to the objective, rather than the final outcome, as setting an objective that the individual cannot directly influence seems slightly unfair?!