

How to carry out Performance Appraisals

It does not matter how small or large your organisation is – appraisals matter...

Performance Appraisals can be

PRODUCTIVE

- ✓ Carry out appraisals at least twice a year
- ✓ Focus upon the positive and not the negative and make it a two-way discussion
- ✓ Look at performance throughout the year
- ✓ Follow up on goals set during the performance review throughout the year
- ✓ Talk to a range of people who have worked with the individual
- ✓ Look at other methods to encourage and reward staff e.g. awards, vouchers, training/development opportunities
- ✓ Set aside enough time and give adequate warning and time for employees to prepare
- ✓ Make sure the room is comfortable and you will not be disturbed
- ✓ Agree further objectives together and identify any training and development needs. Feed this back in writing to the employee
- ✓ Make sure employees know the next steps e.g. pay review, training programme
- ✓ Start and end the appraisal on a positive note

DISRUPTIVE

- ✗ Do not carry out appraisal once a year
- ✗ Negative feedback can leave people disappointed or resentful
- ✗ Do not use the most recent event as a marker for an entire year's performance
- ✗ Do not review goals at the end of the year
- ✗ Do not base your feedback on the perspective of just one person
- ✗ Do not link review too closely to pay reviews
- ✗ Never ask for an appraisal without allowing employees adequate time to prepare
- ✗ Do not keep meeting in a location where the conversation will not be confidential
- ✗ Do not set objectives which are not specific, measurable, achievable/realistic and without a timescale
- ✗ Do not set training objectives without agreeing this with the employee
- ✗ Never finish an appraisal leaving the individual unsure or vulnerable