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