



**INTRODUCE** workshop by explaining:

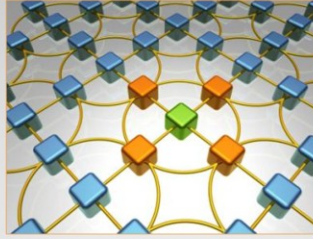
- Annual appraisals are a tool in the manager toolkit to assist employee performance management – along with performance coaching meetings and disciplinary interviews
- The bite sized workshop is about understanding the annual appraisal process, preparation to undertake the appraisal interview and chairing the meeting

**POINT OUT:**

- Appraisals should be a motivating experience – an essential ingredient in the performance management strategy of staff. The appraisal process should encourage others to 'give their best' with each party gaining from the process
- The positioning of the event is important to its success. Appraising managers are very influential in how the staff perceive the appraisal experience. The manager's attitude has to be appropriate
- The interview should not contain surprises. If there have been incidents that require an improvement in performance or conduct, the manager should have discussed it at the time with the employee, not wait until the appraisal
- Assessing staff on a performance rating scale is an emotive area because they are being labelled. Labels require careful consideration and have to be justified. It is important to think about how people can be assessed as fairly as possible. Getting it wrong, or not communicating it in the right way, leads to de-motivation and disharmony that spills into staff's work and attitude. Appraisers need to be clear that they have communicated the appropriate standards of work/ conduct, the reasons why it is important and they have examples of the employee's behaviour to justify the rating (be it good or not-so-good)

**GAUGE** reaction from the delegates on how confident they feel about undertaking the appraisal interview. Probe the barriers, offering reassurance.

# APPRAISAL OVERVIEW



**SHOW** above slide and **INTRODUCE** section.

## What's covered?

- Discusses past performance
- Sets future performance objectives
- Agrees training needs/ solutions, to fulfil objectives

### **CAN COVER:**

- Career aspirations
- Other issues/ ideas e.g. personality clashes; work improvements

Q. What is, or could be, covered in an appraisal interview?

A. **REVEAL** above slide and **REFER** delegates to delegate manual: Appraisal interview coverage (page 4).

### **POINT OUT:**

- Most organisations require comments on the appraisal forms for the first 3 areas only. However it can be appropriate to incorporate the other 2 areas into the discussion. The appraisal is 'me' time for the appraisee to discuss anything that affects them and their performance at work
- The review of past performance is a detailed summary of what has been happening over the appraising period
- There is no reason why the appraisal meeting cannot be run in two or even three parts - it's up to the appraising manager, as long as deadlines are met. One approach can be to discuss the 'past' in one meeting and the 'future' in a second meeting
- There is no recommended duration for an appraisal interview. 30 minutes could be reasonable for a simple, repetitive job where there is limited scope for discussion. The author came across one appraisal interview which lasted 4.5 hours (continuous – with no breaks)!
- Office Angels Recruitment survey 2002 of 1500 office workers indicated the duration averaged 5 hours for each appraisee (including preparation and write up time)