



Top Tips for Effective Appraisal

WHY APPRAISE?

The appraisal process allows you to:

- agree individuals' goals
- evaluate individual performance
- give feedback on performance
- listen to issues raised by individuals
- identify area where development is needed.

Remember:

- appraisal is not a once-a-year activity
- appraisal is not optional extra

AGREEING OBJECTIVES

You need to agree:

- your own objectives
- the objectives of each member of your staff
- the objectives of your team as a whole.

Effective objectives are:

- clear
- specific
- scheduled
- measurable
- achievable
- agreed.

To formulate objectives:

- start with the purpose of your job
- think about each area of your job
- decide what you want to achieve
- are you being realistic?
- how will you achieve each objective?

How to assess a set of objectives:

- do they cover all the key areas of the person's job?
- are they right for the individual?
- is the timescale clear?
- what could stand in the way?

THE APPRAISAL INTERVIEW

Who needs to prepare?

- you need to prepare
- the person being appraised needs to prepare.

How to prepare to review past performance:

- consider objectives
- consider the person
- consider the job
- seek concrete evidence.

Think in advance about:

- future objectives
- development/training needs.

Time the appraisal interview so that it is:

- convenient
- free from interruptions
- open-ended

If you hold the interview in your office:

- come out from behind your desk
- use comfortable chairs
- sit on the same level.

To get the interview off to a positive start:

- make the other person feel they matter
- allow time to settle down.

How to agree the agenda for an appraisal interview:

- clarify the purpose of the meeting
- go over the subjects to be covered
- make it clear that you want discussion to be two-way.

How to encourage them to speak freely

- acknowledge past problems
- ask plenty of open questions do not give the impression you have made up your mind already
- listen without interrupting
- clarify what is confidential.

When going through objectives or key job areas:

- start on a positive note
- concentrate on facts not impressions.

How to give constructive feedback:

- be specific
- be fair
- be firm
- be positive
- be open-minded.

To make sure the interview stays on course:

- keep testing your understanding
- summarise regularly
- agree action.

When giving criticism:

- do not be destructive
- be prepared to suspend judgement
- look forward
- do not make personal attacks
- focus on the performance problem.

When discussing training and development needs, consider:

- what the member of staff wants or thinks they need
- their existing skills
- their ability to develop new skills.

In formulating objectives for the next period, take into account:

- lessons learnt from the last discussion
- changes that make this year different from the last one.
- ongoing problems.

Questions to ask after the interview:

- how did it go?
- what follow-up action is needed?
- how are you going to monitor performance?
- what development activities were agreed?

Ways of monitoring performance:

- observation
- asking questions
- informal reviews
- collecting evidence.

Objectives may need modifying as a result of:

- changes in the organisation
- changes in the team
- changes in the individual
- evidence that objectives are not achievable.

BEING APPRAISED**Your appraisal interview is an opportunity to:**

- get your manager's undivided attention
- find out how others see you
- raise issues which are important to you
- get a realistic idea of your future prospects.

How to prepare for your own appraisal

- think back to your last appraisal
- review your objectives or key job areas
- look for issues you want to raise
- look forward.

Keep track of your own performance by:

- monitoring objectives
- watching and listening
- making use of feedback/

How to make your appraisal a positive experience:

- make sure an agenda is agreed
- take the initiative
- accept fair criticism
- plan for the future.