



# MANCHESTER LEARNING ACADEMY

## STAFF APPRAISALS

REVIEW DATES:

15/01/2014

15/01/2015

# Appraisals

Maintaining employees' focus and motivation is essential if they are to make a full contribution to the College.

Appraisals actively involve employees in understanding what is expected of them. By setting agreed objectives - and later reviewing the results - each employee is responsible for his or her own performance.

This briefing outlines:

- The benefits of using appraisals.
- What to include in the self-assessment form you give to employees.
- How to prepare for the appraisal meeting.
- How to conduct, and follow up, the meeting.

# Appraisals

## 1. Benefits of Appraisals

In the rush of everyday work it can be difficult to manage all your employees well.

An appraisal is a regular opportunity to identify - and deal with - all the most important issues facing the employee.

1.1 By clarifying the employee's key **objectives**, you make it possible for the employee to achieve or exceed them.

You can use a personal development plan approach to increase the desire of the employee to improve.

- You use each appraisal to set new objectives with the employee.

1.2 By recognising **achievements** during the previous period, you create the motivation to achieve even more.

- Actually saying 'well done' or 'thank you' may seem unimportant to you, but acknowledgements like these are extremely important to the employee.

1.3 By identifying and correcting **problems**, you improve the employee's productivity.

**Self-assessment Questionnaire – Please complete and return to the Director**

Name
Role
Date
<b>2.1 How well have you performed since your last review?</b>
<ul style="list-style-type: none"><li>• What were your key objectives and did you achieve them?</li></ul>
<ul style="list-style-type: none"><li>• What problems did you encounter?</li></ul>
<ul style="list-style-type: none"><li>• What did you do really well?</li></ul>
<ul style="list-style-type: none"><li>• In which areas do you think you could improve your performance?</li></ul>
<b>2.2 How would you rate your own skills?</b>
<ul style="list-style-type: none"><li>• What are your strengths and weaknesses?</li></ul>
<ul style="list-style-type: none"><li>• Are you well organised?</li></ul>

- Can you work on your own initiative?

### 2.3 Are you a **team worker**?

- How well do you get on with others in your team?

- How well do you get on with others in the company?

### 2.4 How is your **attitude** to work?

- What do you find most or least interesting in your job?

- Do you have any interests or abilities which could be better used?

- How flexible are you?

- How punctual, reliable and committed are you?

### 2.5 What do you think your **key objectives** for the next six months should be?

- What help and training do you need?

Signature

Agreed Targets

Support to be given – Explain

Comments

Signature of employee

Signature of appraisal taker

Date:

- Employees can be over-critical of their own performance. They may also identify problems you were not even aware of. This makes your role much easier. You can focus on helping the employee to find the solutions, rather than having to point out all the weaknesses and problems.

#### 4.3 Add **your own views** about the employee's performance.

- Take every opportunity to acknowledge achievements and hard work.
- Be clear about which areas of performance need improvement.

#### 4.4 Discuss the **problem** areas and come up with solutions together.

- Ask the employee to explain why the problem has occurred. Then ask the employee to suggest a solution, which may match your own ideas.
- Look beyond the symptoms to the root of the problem. For example, a problem might stem from lack of confidence, lack of training, or something unrelated to work.

#### 4.5 Review the employee's long-term **career plans**, if these have changed.

- This may unearth new problems or opportunities. For example, you may realise that the employee is looking for another job - in which case you need to either persuade him or her to stay, or make plans for what will happen when the employee goes.

#### 4.6 Consider the employee's **training needs**.

#### 4.7 Discuss and agree a new set of key **objectives** for the next period.

- Decide when the next appraisal - or interim meeting - will be.

#### 4.8 Discuss any ideas for improving the effectiveness of the **performance appraisal** process.

- The employee may feel that the process has been unfair in some way.

### 5. Setting Key Objectives

The whole appraisal cycle is built around setting, reviewing and then re-setting key objectives.

#### 5.1 Each objective should be **SMART** - specific, measurable, agreed, realistic and time-limited.

- Each objective must be in an area over which the employee has control.
- Give each objective a deadline.

#### 5.2 Many elements of the job may already be covered by set **standards**.

for example:

- In an office, you may have standards for answering the phone (within four rings) or handling sales queries (within 24 hours).

### 5.3 Involve the employee in setting objectives.

Otherwise there is a danger the objectives will be unattainable, or simply ignored.

## 6. Following Up

### 6.1 Immediately after the meeting, write up the **performance appraisal report**.

This summarises what has been discussed and agreed, including:

- The objectives set for the next period.
- Any commitments you or the employee may have made. For example, you might have offered to train the employee in a particular task.

### 6.2 Give the employee his or her **own copy**.

- There should be no surprises. Check that the employee agrees that what you have said is true and fair.

### 6.3 Give a copy to your own **manager** or another third party (such as the personnel manager) to review.

- If several managers in your business conduct appraisals, this is a vital check for fairness and consistency.

### 6.4 There should be an **appeals procedure** in place, for employees who feel that any part of the appraisal process has been unfair.

### 6.5 Performance management of the employee is an **ongoing process** for you.

- Monitor the employee's progress towards the objectives that have been set.
- Keep using the supportive, collaborative approach that you used for the appraisal

## 7. Who Appraises Who, When?

### 7.1 It is common practice for employees to be reviewed by their **managers**.

- If your appraisal system is ineffective, it is probably due to the poor skills of the managers conducting the appraisals.
- Train your managers in appraisal skills.
- Train your employees in appraisee skills, so that they can contribute effectively.

7.2 **Bottom-up appraisal** is a more comprehensive approach.

- Each employee is appraised by subordinates, as well as a line manager.

7.3 A **360-degree appraisal** is more thorough still, taking in feedback from subordinates, colleagues, superiors, and customers.

- One advantage of this approach is that the appraisal is less vulnerable to bias.
- A disadvantage is the sheer amount of time the process consumes.

7.4 The optimum **frequency** of appraisals depends entirely on the circumstances.

At the very least, they should be once a year.

- If you are trying to motivate a team and drive the business forward, quarterly appraisals may be more appropriate.
- An employee who is new, or has moved into a new role, may initially need more frequent appraisals.
- Another employee, who has done a routine job for several years, may only need one appraisal a year.

The director will be responsible for maintaining these records in a secure manner and a copy to be placed on the employee file accordingly.