

Preparation

The importance of preparing thoroughly for an appraisal cannot be overemphasised. Both appraiser and appraisee should prepare carefully and thoughtfully for the meeting. This gives the appraisee a chance to self-appraise by reflecting on their performance and any difficulties they have had during the period. Before the meeting you should ensure that the appraisee has thought about the following:

- Have they fulfilled the objectives set at their last appraisal or in their job specification? If not, why not?
- What have they been doing particularly well?
- Where do they think they could be doing better and why?
- What do they believe they know and can do which is not being made use of at the moment?
- Where are they going with both the job and their career?
- What new SMART objectives do they think that it is reasonable to set for their job now?
- How are they going to achieve them?
- What do they need to learn?
- What support or guidance can be provided by the organisation/manager?

As an appraiser, you should think about the answers the appraisee might give to the above questions. In addition, you should try to find evidence, specific examples from the whole period – what the team member has done well and what they could improve upon – so that you are in a position to give fair, open, honest and sensitive feedback.

You also need to think about what new goals and objectives the organisation requires for the team member. As mentioned before, it is important that these are SMART – specific, measurable, achievable/agreed mutually, realistic and time-lined (ie what will be done by when).



A Task four: Preparing for an appraisal

Carry out preparation for any member of your team (or a colleague) as if you were about to have an appraisal meeting with them.

Type in your answers to the questions below.

What objectives were set at their last appraisal, or what are the main objectives of their job at the moment, and have they achieved them?

If the answer to the last question is no, say why you think that is.

If the answer is yes, have they managed to achieve that in particularly difficult or unanticipated circumstances?

What have they been doing particularly well and has this been helping them achieve their objectives?

What could they be doing better?





A Type in your answers to the questions below.

Do they have potential or capacity that the organisation is not using (and what is it)?

Blank writing area for the first question.

What do you think their career aims are (or could be, in your opinion)?

Blank writing area for the second question.

What are the two most important objectives – Key Performance Indicators (KPIs) – for them to achieve over the coming period? Justify the SMARTness of each one.

Blank writing area for the third question.

What support and resources will they need to achieve these? What obstacles need to be removed?

Blank writing area for the fourth question.

In what ways, specifically, do they need to develop and how can this be achieved?

Blank writing area for the fifth question.

You also need to find an appropriate place and time to hold the appraisal meeting that is private and where you will not be disturbed. This usually needs planning in advance.

A Task five: Keep it private

How would you ensure any appraisal you carried out in your own organisation would be private and uninterrupted?

Type your answer below.

ANSWER AREA

How would you ensure the appraisal was private and uninterrupted?

Type your answer below.

ANSWER AREA