

Information Sheet - Institute of Welfare

Performance Appraisal Process

An appraisal should be a positive experience for both parties, both the appraiser and the appraisee. There should be no surprises. Indeed any issues such as conduct and disciplinary matters should already have been dealt with.

The appraisal should emphasize the positive aspects of the appraisee's work and address any areas for improvement.

To effectively manage an appraisal a manager should:

- **Prepare** - prepare all materials, notes, agreed tasks and records of performance, achievements, incidents, reports etc - anything pertaining to performance and achievement - obviously include the previous performance appraisal documents and a current job description
- **Inform** - inform the appraisee - ensure the appraisee is informed of a suitable time and place (change it if necessary), and clarify purpose and type of appraisal - give the appraisee the chance to assemble data and relevant performance and achievement records and materials, if the appraisal form does not imply a natural order for the discussion then provide an agenda of items to be covered
- **Venue** - ensure a suitable venue is planned and available
- **Layout** - room layout and seating are important elements to prepare also
- **Introduction** - relax the appraisee - open with a positive statement
- **Review and measure** - review the activities, tasks, objectives and achievements one by one, keeping to distinct separate items one by one - avoid going off on tangents or vague unspecific views
- **Agree an action plan**
- **Agree specific objectives** - these are the specific actions and targets that together form the action plan
- **Agree necessary support**
- **Invite any other points or questions** - make sure you capture any other concerns

- **Close positively**
- **Record main points, agreed actions and follow-up**

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