

## Appraisals

“...a structured interview that requires communication between the organization (represented by the appraiser) and the individual employee to make assessments about the future.” (Hunt N. ‘Conducting Staff Appraisals’ 1997 How to Books: 14)

“In a truly empowered organisation, appraisal will always be a two-way process.” (Stewart A.M. ‘Empowering People’ 1994 Institute of Management: 43)

“The specific benefits of any appraisal system will depend upon the objectives it is intended to achieve and the extent to which the system is designed and operated to meet those objectives.” (Moon P. ‘Appraising Your Staff’ 1997 Kogan Page: 9)

“...appraisal should not be regarded as an annual, one-off exercise. The process needs to be a continuous one of monitoring performance and of providing regular feedback advice and counselling [this] requires an attitude of mind which sees appraisal as a valuable tool in helping individual members of staff to perform effectively...” (ibid. 25)

**Why appraise?** (Moon 9-18) Potentially benefits: appraisee + appraiser + organization

**How appraise?** (one way according to Hunt 20-21)

1. (Each) need skills: *interviewing, negotiation, counselling*
2. (Each) should have a clear idea of the purpose e.g.: set performance objectives; decide: rewards / training needs / promotion / transfer / future potential etc.
3. Decide what data are needed and how to collect them (e.g. supervisor’s report / productivity measures)
4. Preliminary discussion with the appraisee re the nature of the appraisal – any changes to the purpose can be agreed then
5. Report is produced from data and discussion points identified
6. Appraiser plans the interview
7. Interview
8. Report [minutes] of the appraisal produced and agreed by both parties – includes objectives set
9. Follow up – promises (e.g. on training needs) are kept, objectives tracked

**Objectives:** Specific, Measurable, Achievable, Relevant, Timed

**Feedback Sandwich:** Bread (praise) > Filling (challenging stuff) > Bread (praise)  
‘and’ NOT ‘but’

**Potential problems:**

An appraisal “...inappropriately attributes variation in performance to the individual employee rather than to problems at a higher organizational level.” (Hunt: 128)

Time-consuming / paperwork / ‘go through the motions’ / hard to criticize or ‘play god’