

- GUIDELINE -

THE PERFORMANCE APPRAISAL

Please note that this is a specimen document only. While it is in most respects comprehensive, it may still need to be adapted and added to in accordance with the requirements of each individual company. Members are advised to seek specific advice from SFA Executives in this regard.

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The Performance Appraisal Meeting

This document intends to give you the context needed for a high-quality appraisal meeting and a template to capture notes during each meeting, which can be recalled for reference during the next appraisal or during performance management. Performance appraisals are typically held between one and four times a year, depending on the type of workforce and structure of the company.

Remember your three main goals for the meeting, as a leader. A high quality performance review will **motivate**, **direct** and **retain** your employees, by giving them the opportunity to be listened to, by setting clear and achievable goals and by showing them what the future holds for them as a valued member of your team. Equally it is a great opportunity to set goals that are in line with their company's needs and steer the employee in the right direction by reviewing their performance, talking about their skills/development areas and their ability to display the company's values.

Some employees look forward to the performance appraisal meeting and understand the value in taking a step back periodically to review, but also, remember that some employees dread and fear the meeting and need to be prepared.

Use the first five minutes of the meeting to set a friendly tone and relax the employee. Set an agenda for the meeting so they know what to expect. Ensure they are disarmed and ready to tell the truth and listen to you. If the employee is open to hearing performance feedback and receiving coaching on how to achieve their goals, the meeting will be of much higher quality than if it is rushed and not delivered properly. It is best to explain that while you are open to discussing anything that may be on their mind, you intent to focus on three key areas:

Section 1 – Catch up: You want to understand how the employee is feeling and understand any highs or lows since the last review. This is a good chance to get to know the individual and how they are feeling. Understanding their motivations and abilities better will help you become a better leader for this individual. Ask some probing questions:

- How have things been for you since your last review?
- What highs or lows are on your mind?
- What would you would like me to start or stop doing?

Section 2 – Review: Give the employee performance feedback on what has gone well and what could be managed better in future. It helps if you have some tangible targets or examples to review performance against. It is good idea to develop the individual's soft skills too, give feedback on their ability to interact with others and develop positive working relationships. Remember how important it is to recognise effort and over-achievement, as well as pointing out areas of development:

- Review performance – Outline highlights and also give constructive feedback
- Review of skills – Review all skills needed for the role. Discuss areas that they are exceeding expectations in, areas that are on target and areas below expectations.
- Development needs – In the spirit of continuous improvement, outline development needs and skill gaps

Section 3 – Plan: Agree objectives between now and the next review by setting measurable goals, in line with the department or company's goals, and outline how to achieve these goals and what obstacles the employee may face:

- Set measurable objectives
- Set timeframes for achievement of these objectives
- Agree development plan/career path, plan any training or coaching that is needed

Performance Appraisal

Name of employee:

Name of manager:

Date of review:

Section 1 – Catch Up

- How have things been for you since your last review?
- What highs or lows are on your mind?
- What would you would like me to start or stop doing?

Section 2 – Performance Review

- Review performance – Outline highlights and also give constructive feedback
- Review of skills – Review all skills needed for the role. Discuss areas that they are exceeding expectations in, areas that are on target and areas below expectations.
- Development needs – In the spirit of continuous improvement, outline development needs and skill gaps

Section 3 – Objective Setting

- Set measurable objectives
- Set timeframes for achievement of these objectives
- Agree development plan/career path, plan any training or coaching that is needed

Notes or follow-up actions:

(Any actions for you to complete, or any areas of concern to follow up on)