



# EMPLOYERS APPRAISAL PACK & GUIDE

INCLUDING TWO CUSTOMISABLE  
EMPLOYEE APPRAISAL TEMPLATES



## Guide Overview:

In a typical work environment, managing and reviewing employee performance is a key aspect to improving employee productivity, motivation and arguably the most important, keeping them feeling valued in their position within the business.

The following guide includes an overview of managing/reviewing performance, tips on how to prepare and conduct an appraisal and two fully-customisable appraisal templates.

Included in this guide:

- How do you manage and review performance?
- 3 types of performance reviews
- Key points on how to prepare for an employee appraisal
- Key points on how to conduct an employee appraisal
- 2 customisable employee appraisal templates



## How do you manage and review performance?

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Performance appraisals are one of many performance management tools that aim to ensure employees' performance contributes to business objectives, and should be used as part of a holistic approach to managing performance.

In a typical work environment, managing and reviewing employee performance is a key aspect to improving employee productivity, motivation and arguably the most important, keeping them feeling valued within their position at the business.

In essence, managing performance is central to the mutual relationship between managers and employees. It can be a key element of good communication and foster the growth and trust of personal, career and academic development.

As a manager, your duties vary from typical day-to-day business to keeping your team(s) engaged and ultimately, reviewing their performance as an employee. Whilst most organisations operate an annual cycle where objectives are set at the beginning of the fiscal year (some organisations tend to prefer the calendar year) and formally reviewed and assessed at the end.

Reviewing performance, however, is generally a continuous process and typically has 3 elements...





**1** **Regular informal meetings** that consist of brief discussions of general work and development. This provides a great opportunity for managers to recognise ongoing achievements and to encourage consistent progress, whilst identifying any problem areas that may have become apparent from duration of the previous meeting.

**Monthly**

**Quarterly**

**Annually**

**2** **Formal interim meetings** where managers discuss progress against employees' performance plans. These reviews tend to be slightly more structured, offering an opportunity for the manager to discuss progress in more detail, with constructive feedback from both the employee and the manager. These meetings may differ according to industry, for example, a recruitment manager may review or set financial KPI's (Key Performance Indicators) as quarterly targets, whereas a marketing manager may encourage an employee to focus more on a specific project or set of projects.

**Monthly**

**Quarterly**

**Annually**

**3** **Employee appraisal reviews** whereby a manager is given the opportunity to formally analyse the performance and career progress of an employee against a performance plan for the year at this stage. This often includes a pre-appraisal form for an employee to complete prior to the meeting, an evaluation form that managers can use to rate performance using a credible rating scale and a future objectives form for both the manager and employee to discuss short-term and long-term objectives based on a personal and career level.

**Monthly**

**Quarterly**

**Annually**



## The Appraisal Meeting

The annual employee appraisal offers you, as a manager, a perfect opportunity to prepare your employees for the upcoming year. Implementing a structured, organised and controlled appraisal will encourage and engage your employees, whilst also improving their overall performance by focusing on key areas of development.

### Preparing for the appraisal

- 1 Ensuring that adequate notice is given to your employees prior to the appraisal gives them a chance to prepare for any queries they may have,
- 2 or offer a pre-appraisal form to be filled out by the employee, to address completed objectives or successes in the last year.

This then provides a starting-point to open the meeting, discussing how the employee feels how he/she has performed over the past 12 months.

- 3 Although the meeting should be formally conducted, the meeting room should reflect a sense of informality to allow for a relaxed atmosphere.

### **KEY POINTS:**

1. Give at least a weeks' notice to the employee, allowing for any preparation on their behalf
2. Provide the employee with a short form to fill out prior to the meeting, ideally to jog their memory of previously set objectives and successes
3. Try to choose a meeting room that avoids any distractions and provides comfortable seating.



## During the appraisal

- 1 One of the most important aspects to conducting an appraisal is to open and close the meeting with your employee's strong points and achievements over the past year.

A negative opening shares the risk of dampening the mood and overall success of the meeting, whilst closing the meeting with your employee's weak points may lead to low engagement and motivation, which could ultimately result in reduced productivity and a conflicted work environment.

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The appraisal is an opportunity to take an overall view of work content, loads and volume, to look back on what has been achieved during the reporting period and agree objectives for the next.

- 2 Placing emphasis on their previous successes can help to lead a discussion into how their good work can be continued and their views sought on how they can achieve further improvement.
- 3 The pre-appraisal sheet can often be used to form the basis for discussion.
- 4 All questions should be framed to avoid 'yes' or 'no' answers, giving the employee a chance to fully elaborate on the extent of the question.
- 5 This will provide more constructive feedback to then be used to address any issues that may have arisen. If it is necessary for the employee to improve performance, it will be counter-productive for the manager to gloss over employees' weak points and stress their successes just to avoid confrontation.
- 6 It is important to encourage employees to discuss any weaknesses that can be developed and focused on for the upcoming year ahead.





## During the appraisal (cont.)

7 When rating the employees' performance, some organisations tend to use a certified rating scale that can then be used to grade against certain criteria. This section should be used to assess the employee over certain competencies (Communication, productivity, etc.) or in some cases, some slightly more

8 technical areas which are more specific to the job (Customer engagement, ability to meet targets, etc.).

9 Following the performance assessment, it gives an opportunity to begin discussions on career development within the organisation, and any training/development requirements as a direct result of the assessment performance.

10 As a benchmark for the following years' appraisal, a section representing future objectives can be used to motivate the employee to work towards. Try to ensure that the objectives are SMART (specific, measurable, achievable, realistic, time-based), using short-term and long-term variables to differentiate the objectives.

### KEY POINTS:

1. Open and close the appraisal with positive feedback and successes
2. Elaborating on the employee's successes and discuss how their work can be continued or improved
3. Use the pre-appraisal sheet to form the basis for discussions
4. Frame questions to ensure that the employee can fully elaborate on his/her answer
5. Try not to escape from discussing the employee's weaknesses
6. Encourage the employee to talk about his/her weaknesses and how they feel they can be improved
7. Use a well-structured rating scale to grade against criteria or competencies
8. Tailor the assessment criteria to be job-specific
9. Include a section to discuss further career development and training/development requirements
10. Discuss future SMART objectives (both short-term and long-term) to use as a benchmark for the following year



## Your Employee Appraisal Templates:

To make things easier for you, we have provided two employee appraisal templates (both being fully customisable) to download and use for your employees.

[Click here for Appraisal Template 1](#)

[Click here for Appraisal Template 2](#)

Thank you for taking the time to read our guide.

If you have any questions, queries or would just like to chat about employee appraisals or your recruitment needs, please do not hesitate to [contact us](#).

**Get in touch with  
us today**