Staff Appraisal

Notes for Staff
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Kingfisher PM Solutions
An Appraisal System

A performance appraisal system is an aid to good management. It should -

- Clarify personal objectives and goals.
- Improve performance by continuous assessment.
- Not be an opportunity to threaten, discipline or criticize staff.
- Deal mainly with developing and recognizing ‘good practice’ and good performance.
- Enable Staff to discuss their ‘work’ and the Practice in an open way without fear of comeback.
Staff Appraisal - Why Do it?

- An appraisal meeting is an opportunity to improve communication between staff and management in a dedicated uninterrupted time envelope and not be time constrained.
- The meeting looks at personal strengths and weaknesses, praise and comment but it should be evenly balanced.
- The meeting monitors progress on objectives set earlier; sets new objectives with target dates.
- The meeting will establish a personal development and training needs & a Personal Development & Training Plan.
- A confidential record of the appraisal will be kept. A signed ‘agreement’ on objectives should be provided.
The Appraisal Meeting

- The Employer and Employee should prepare well
- Use standard forms [self assessment, peer review]
- Seek comments from superiors and peers alike.
- One to One meetings preferred.
- A comfortable environment should be provided.
- No interruptions. Allow sufficient time.
- Encourage self setting of objectives.
- Avoid ‘joint’ objectives.
- Agree objectives in writing
- Keep confidential records
Dealing with Poor Performance

- Poor performance might require:
  - Further Investigation
  - Encouragement or an Incentive [poor pay]
  - A Change in Job Design or new Job Description
  - A change in the management of the organization
  - Improved supervision - appoint a mentor / coach
  - Training - a training plan
  - Counselling
  - A Career / Job change
  - Disciplinary Action - as a last resort
Appraisal - the pre-requisites

- The Pre-requisites are:-
  - A Business Plan, with a mission and objectives
  - A contract of Employment
  - Job description

- Tools to use can include:-
  - Personal Appraisal questionnaires
  - Seek comments of other colleagues and managers

- At the meeting -
  - Review existing objectives
  - Question any Objectives not achieved
  - Exchange comments, give praise and seek views
  - Agree a training plan and offer appropriate training
The Practice should be committed to an appraisal system.

The Practice should manage its activities according to a pre-determined plan. [Key Result Areas]

Jobs should be clearly defined in a Job description.

Staff contracts should refer to the appraisal system.

Logically all job objectives set should be designed to help achieve the overall plan.

The Practice Plan starts at the strategic level - i.e. policy set by doctors - the employer and be passed down in aims and specific objectives by degree to all staff.
Appraisal - A Way of Managing

“Appraisal is managing by objectives”

- Objectives should:
  - Be set by mutual agreement
  - Arise out of the job or tasks
    - Not be additional work
  - Be clearly defined and unambiguous
    - Be measurable
  - Be monitored regularly
  - Have an achieve by date
Achieving Objectives

- Jointly agreed **Specific** Objectives should be clearly set out and be possible - i.e. **achievable**.
- **Deadlines** should not be set in stone.
- Objectives should be capable of **measurement**.
- Objectives should be a **challenge**.
- Not achieving an objective will require explaining and constant failure may require serious action.
- Changing circumstances might result in an objective being abandoned or altered.
- **Flexibility** and ongoing review may achieve greater success.
Examples of Objectives

- Prepare a staff training manual
- Introduce a new task - e.g. NHS Net
- Review and Improve an existing task - e.g. immunization targets?
- Improve the standards and quality of a particular task - e.g. telephone skills
- Learn a new task e.g. word processing
- Train someone else - act as mentor
- Act more independently in decision making
- Project manage a major change - new building
Summary

- Focus on needs of Practice and Employee
- Concentrate on Key Result Areas
- Goals must be specific, measurable, attainable, realistic, stretching, time constrained and jointly agreed
- Review continuously, with regular feedback
- Encourage Self assessment
- Prepare well and allow two-way talks
- Preserve Confidentiality
- An appraisal system should not deal with pay issues.
But - Appraisals are Ongoing

- Carry out regular informal or formal appraisals - set dates are not essential
- Arrange uninterrupted meetings
- Listen to and take on board appropriately feedback from staff
- Consider incentives if necessary
- Do not use as a step toward disciplinary action
- Keep meetings absolutely confidential
- Use equal measures of praise and criticism
- Be open to change – there are different ways of running appraisals.