

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.**



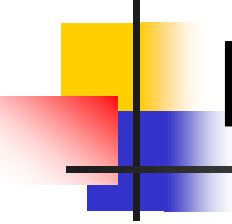
Staff Appraisal - Why Do it?

- **An appraisal meeting is 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**



Practice Planning

- **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 tasks - 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.**