

THE APPRAISALS POCKETBOOK

By Frank Scott-Lennon *Drawings by Phil Hailstone*

"If you wish to have a simple, concise tool for managers, to help underpin a performance culture in your organisation, I would highly recommend this handbook."

David Taylor, Chief Executive, Sustainable Energy Ireland

"The Appraisals Pocketbook details a simple but effective approach to performance management – its models, forms and examples are most helpful."

Donal O'Connor, Director of Human Resources, Unilever Foods Ireland

"The appraisal process is central to good business practice. Frank's book helps make this a simple process."

Philip Hodgkinson, Deputy Chairman, Simons Group

"This booklet sets out in a precise way the various stages of an effective performance appraisal process with excellent advice on what to do and what not to do."

John Burke, President, ACI Europe

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CONDUCTING THE PERFORMANCE DISCUSSION

Attitude, preparation, arrangements, ways to involve reviewee, individual development, honour commitments, agree future goals, do not discuss salary, record and follow-up

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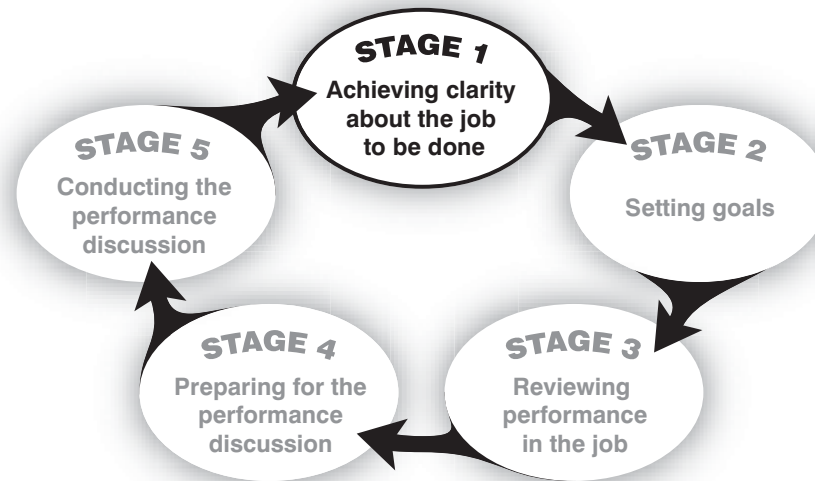
ESSENTIAL FEATURES OF EFFECTIVE SYSTEMS

Top management commitment, commitment behaviour, high participation, training for managers/reviewees, be consistent, recognise good performance, reward systems, conclusions

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STAGE ONE

ACHIEVING CLARITY ABOUT THE JOB TO BE DONE



CLARITY ABOUT THE JOB

JOB OBJECTIVE

The first stage in any system of performance appraisal must be to identify and understand:

- The job objective
- The key result areas (KRAs)

This must be achieved before setting job goals.



CLARITY ABOUT THE JOB

JOB OBJECTIVE



Many managers take it for granted that the objective of a job is obvious and clearly understood – this is an unsafe assumption!

Try this test:

You and your team member sit down in separate rooms and each write down the job objective for both of your jobs.

The resulting misunderstandings may surprise you.

Clarifying the job objective also clarifies the context for key result areas and goal setting.

CLARITY ABOUT THE JOB

KEY RESULT AREAS



Key result areas are those aspects of a job in which it is critical to achieve success, if the overall job objective is to be achieved.

Key result areas:

- Identify the vital elements of the job
- Contribute to effectiveness – by helping us *to do the right things*
- Focus on results rather than activities

Manager and team member should together identify all the key result areas for the job in question. In most management jobs these will number between six and ten.

CLARITY ABOUT THE JOB

KEY RESULT AREAS

EXAMPLES



Output	Technical knowledge/skill	Career development
Costs	Communication	Employee relations
Customer service	Product development	Time management
Sales	Delegation	Profitability
Quality	Business development	Teamwork
Budget	Performance management	Personal development

It is difficult to conceive of any managerial job that does not have the key result areas of quality/customer service, performance management and teamwork.

CLARITY ABOUT THE JOB

FOCUS ON KEY VALUES

Senior management teams may use the performance appraisal system to spread through the organisation values that are deemed important at any point in time.

For example, key result areas could be established for all managers in any one area of customer service, total quality or productivity/efficiency.

Use the **performance appraisal system to reinforce other important programmes or emphases in your organisation.**



CLARITY ABOUT THE JOB



SUMMARY

Job objectives

- Job objectives clarify the context for goal setting
- Managers often take it for granted that their team members are clear about their job objectives

Key result areas

- Those aspects of a job that are critical for attaining the job objective
- Establishing KRAs helps effectiveness
- They are a further step towards enhanced clarity
- They can help focus the organisation on key values

About the Author

Frank Scott-Lennon

Frank Scott-Lennon worked in manufacturing and the service industry for a number of years before joining the Irish Management Institute in 1980.

He is a graduate of the IMI/Trinity College Masters Degree Programme in Organisation Behaviour. In 2001 Frank completed his PhD at Cranfield University; his research was focused on key issues for organisations in applying a team-based approach to the management of their organisations.

He currently provides management development and consultancy services in Ireland and the UK through his own company, Quality Management Development Limited.

Frank has extensive experience of Performance Review systems as an operating manager, as a consultant installing Review systems and as a trainer in helping management teams develop their skills for the successful operation of Performance Review systems.

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