In the workplace, employees should be judged on their merit and hard work and not on aspects that are irrelevant to their performance.

Paul Singer

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What criteria would you use to measure the performance of:

a) A company
b) A project
c) An employee

What do you think of a monthly/yearly staff appraisal?

Use appraisals to manage performance

Sea Zoo is Wales' largest marine aquarium, which attracts over 75,000 visitors a year. Director and partner, Alison Lea-Wilson, describes how the company introduced an appraisal system that has proved to be a key motivator for its 25 staff.



A When we started, our appraisals were more of an informal chat. As we grew, we decided to implement twice-yearly formal appraisals. We wanted to make sure that employees' contributions fitted the goals of the business and we also wanted to have the chance to recognize good performance and address any issues.

B We invite staff to appraisals in writing, including a copy of the appraisal form to fill in. The completed form is discussed during the appraisal itself, with an emphasis on giving constructive two-way feedback.

C The majority of our performance objectives aren't as easily quantifiable as, say, sales targets, so we use a scoring system to monitor performance. The manager and employee rate each objective on a scale of one to four and compare the results, which can be very helpful.

D Appraisals also provide an opportunity to set performance objectives. We base ours on each employee's job description. We talk to staff so that we can agree the objectives with them and they know what to expect.

E I used to think that it was my responsibility to conduct all appraisals. I've learnt that delegating to line managers is equally effective and demonstrates trust in their abilities.

F In the early days, we also underestimated how long a thorough appraisal takes. It's counterproductive if the appraisee feels their manager has one eye on the clock. We now allow a minimum of an hour and a half for each employee.

G Providing an opportunity for staff to express their views and address any issues is a real morale booster, as is giving praise where it's due. It does take time and hard work, but it enables us all to have real communication and really motivates people.

LIVEWORKSHEETS

1. **What were three formal ways of having formal appraisals?**
2. **What style of feedback is preferred?**
3. **How do they deal with performance objectives which aren't easy to measure?**

3 **Match the verbs in A to the noun phrases in B to make phrases used in the text.**

A		B	
monitor	give	issues	performance
conduct	rate	views	objectives on a scale
agree	express	objectives	constructive feedback
address		an appraisal	

4 **Match the phrases in 3 to these definitions.**

1 carry out an assessment of how well someone is doing at work: _____
2 talk about your opinion of something: _____
3 think about a problem / situation and decide what to do about it: _____
4 tell someone in a positive way how they are doing at work: _____
5 give points to measure how well someone has been doing at work: _____
6 check regularly how someone is doing at work: _____
7 decide with someone else what you hope to achieve at work: _____

Listen to a human resources manager describing a system of 360 feedback? Would you apply it in your department?

7 **Complete the phrases in *italics* from audio 58▷ with these words.**

criteria *appraisal* *judgement* *tool* *management* *rating*

1 How does 360° differ from a more traditional top-down *staff* _____?
2 In what ways is 360° a *development* _____?
3 What sort of *assessment* _____ might be used for 360° appraisal?
4 Who would carry out the *peer* _____ in your situation?
5 As a rater, how honest would you be in your *value* _____ of your peers?
6 Do you have a role in *performance* _____ in your company?

LIVEWORKSHEETS

To move on; to hand out; to end up with; to go through; to come over; to carry on

9 **Match the phrasal verbs in bold in audio script 58▷ (page 165) to these definitions. Then make a sentence with each of the phrasal verbs.**

1 get as a result: _____
2 give an impression: _____
3 stop doing one thing and start another: _____
4 distribute: _____
5 look at very carefully: _____
6 continue: _____

Choose one of the jobs below. What might be skills and criteria for assessment? Can a top-down and 360 approach be used in this case?

A teacher a doctor an accountant a salesperson

LIVEWORKSHEETS