

# dohr:

*Making the workplace a better place to be  
with Donna Obstfeld (Chartered FCIPD)*



## TO APPRAISE OR NOT TO APPRAISE... THAT IS THE QUESTION!

With the New Year insight, many organisations (and their staff) are now thinking about appraisals. A time to show employees you really care; a time to step off the rat wheel of the daily grind and to talk about them; a time to measure performance and set new goals for the New Year – just like a New Year’s resolution – but not one which will get broken on 2nd January!

An appraisal should not be a once a year phenomenon - although for many it is. An appraisal should not be a chance for the boss to dump on you all the things they think you have been doing wrong in the last year – although for many it is. An appraisal should not be a one off meeting which is documented, only to have the document filed in the bottom of the boss’s drawer – but for many it is.

An appraisal should be a positive experience which is just one element of an effective year round performance management programme. It should be a two-way process in which the employee is actively encouraged to evaluate themselves and their performance.

The appraisal should also be a mechanism for driving both the business and the employee forward.

The appraisal should be split into two main sections – one which looks backwards over the past year (or six months if appraised more frequently) and evaluates performance. This is usually scored. The other is a forward looking section which enables new objectives to be set – both company and personal. The objectives should be SMART – Specific, Measureable, Achievable, Relevant and Time-bound. As an example: for a widget manufacturer based in Essex who wants to expand into the London market: “within the next 6 months to sell an average of 50,000 widgets per month to new clients in the London area.” Objectives are often weighted to enable a score to be given when next appraised.

DOHR works with employers to write performance management policies, supported by paperwork and appraisal skills training.

For more information please telephone 01923 504100 or email [enquiries@dohr.co.uk](mailto:enquiries@dohr.co.uk).



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T: 01923 504100

[www.dohr.co.uk](http://www.dohr.co.uk)

e: [enquiries@dohr.co.uk](mailto:enquiries@dohr.co.uk)

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