



## APPRAISAL - TIMESCALES

*(reviewed August 2011)*

### Checklist

1. Objectives for each department need to be finalised and promulgated.
2. Job Descriptions for each job to be prepared/reviewed/updated to ensure individual objectives reflect departmental objectives.
3. Communication exercise. The introduction of such a scheme needs to be handled carefully, with reassurances regarding status/earnings, etc. Documentation and presentations need to be geared to the positive aspects:
  - ⌘ targets should be agreed mutually with employees;
  - ⌘ the scheme requires and depends on self assessment;
  - ⌘ training should be made available to support employees in weak areas;
  - ⌘ the need to plan future work and priorities to mutual preference.
4. Links with salary/reward need to be determined.
5. Management brief and coaching. It is essential that those carrying out performance review interviews are coached both in the 'how to do it' aspects, as well as dealing with the 'difficult employee' problems. Preparation for and time allocated to review interviews must be both allowed and given some priority.
6. Implementation

### Plan Introduction

#### Day 1 to 60

- a) Communication exercise - Months 1 - 2.

During this time, management and then employees should be briefed on the scheme including its objectives, namely;

  - i) to develop the capabilities of those that wish it, for the mutual benefit of employee and employer;
  - ii) to establish priorities for the immediate and medium future; and
  - iii) to provide objective guidance as to performance in the past and to set standards for the future.

- b) Job descriptions should be updated with standards of performance reviewed and/or incorporated.

## **Day 61 to 90**

Management briefing/coaching seminars held to coach management in the principles of the scheme and in practical aspects of handling the review interviews and problems arising from them.

## **Day 91 to 120**

Documentation exercise. The finalised documentation to be used given to all employees with guidance on use. Briefing sessions to encourage and deal with questions and concerns held.

## **Day 121 to 150**

Initial Performance Reviews carried out with targets set for following 3 - 4 months, and paperwork completed. May need an appeal mechanism to review difficult interviews which fail to reach a consensus.

## **Day 150 plus**

Training needs determined by the initial reviews to be addressed and implemented.

## **Day 250 plus**

Full performance review carried out, preparatory to implementation as part of salary review.

## **Day 365 plus**

Management review first year's operation of scheme, fine tuning paperwork and administration.

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