



Managing Staff Performance & Appraisals

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Today We Will Cover

- What can appraisals help the business to achieve?
- When to conduct employee performance reviews
- Objectives of Employee Appraisals
- Setting SMART Objectives
- Preparing for a Staff Appraisal
- How to measure and monitor staff performance
- Employee performance appraisal methods
- What is an appraisal form and when should you use it?
- Appraisal form examples
- How to use your employee appraisal form
- Employment law & appraisal forms



Managing Staff Performance



Introduction

- **An appraisal at work is a way of evaluating staff to determine their value to your organisation. The outcome of this review provides the bases for promotions, pay increase and other benefits.**
- **Part of wider performance management**
- **Can influence processes such as redundancy and capability management**



What can appraisals help the business to achieve?

- Awareness and understanding of individual/business objectives and what's preventing achievement
- Agreement on expectations and how individual contribution fits into the organisation
- Review development needs
- Future planning and talent mapping



Employment Law & Appraisals

What does employment law have to say about appraisals? Not much.

You're not legally required to keep a simple appraisal form in the UK. There is also no requirement to conduct a review, annually or otherwise. So what is the purpose of them?

You might not encounter an issue until you dismiss an employee for performance issues. Without performance management, or a chance to improve, the staff member could raise a claim of unfair dismissal. You will find it difficult to justify a dismissal for performance without any evidence of a review or appraisal.



When to conduct Employee Performance Reviews

- Although communication should remain throughout the year, you should always schedule an official employee performance review at a regular interval. This could be quarterly or yearly. We wouldn't recommend an official meeting more frequently than once a quarter.
- A 2019 study found that nearly half of UK employees are indifferent to, or dread, their performance reviews. As a result, holding an appraisal more frequently could have a detrimental effect to productivity and morale. If you have concerns, or an issue you'd like to address, perhaps consider a more informal meeting instead.



Objectives of Employee Appraisals

- Defining employee's roles and responsibilities
- Identifying strengths and weaknesses
- Determining compensation and pay packages
- Providing performance feedback to a staff member
- Receiving feedback from the employee
- Improving communication



Setting SMART Objectives

- If you're struggling to monitor your staff performance, try using a **SMART** objective. This stands for:
- **Specific** - what exactly does the employee need to do?
- **Measurable** - how will the manager and employee know that it has been achieved?
- **Achievable** - while it should be challenging, is it something the employee is reasonably capable of achieving?
- **Relevant** - does it relate to the needs of the team/department/business?
- **Timebound** - when does it need to be achieved by?



Preparing for a Staff Appraisal

- While most employers recognise the importance, not all of them know how to conduct appraisals with an employee.
- The first step to conducting an appraisal is planning:
 - Data relating to the employee's performance
 - Notes from their previous review meeting
 - Information on future goals
 - Objectives to set
- The main focus of the staff appraisal process should be on the future development of the staff member. It's important to come up with an action plan for how they can meet their individual targets as well as contributing to the overall company goals.



Monitoring Staff Performance

- Agree all objectives with the employee, including action points.
- Once you have your objectives in place, you can assess staff against their performance measurements.
 - Performance Measurements:
 - Scale system, for example 1 to 5.
 - Metrics such as percentage increases.
 - Key performance indicators (KPIs)
- Implement a Personal Development Plan
- Map out where progression should be by next performance review
- Highlight any training requirements



Employee performance appraisal methods

- There are various methods with which organisations use to measure the performance of their employees. They all have their own strengths and weakness.
- While one method may work well for an organisation, it may not for another. It's important to determine the method that works for your business to evaluate your employee appraisal.
- In their 1997 book *Managing Human Resources*, George Strauss and Leonard Sayles divide the methods into two categories
 - Traditional methods.
 - Modern methods.



Traditional Performance Appraisal Methods

Traditional performance appraisal methods include:

- **Rating** - List a number of factors and rate them on a numerical scale according to performance.
- **Forced choice method** - Provide employees with ready-made statements about an employee that they can only answer 'yes' or 'no' to.
- **Checklist method** - List employee traits in the form of statements with 'yes' or 'no' answers. Upon completion, send to HR or a senior manager for evaluation.



Traditional Performance Appraisal Methods

- **Essay evaluation** - Create a detailed description of an employee's performance. Include details of their relationship with co-workers, strengths and weaknesses etc.
- **Critical incidents method** - Record critical behaviours of each employee in relation to performance. Take these results into consideration when evaluating performance or considering promotions and bonuses.
- **Confidential method** - These are more common in government departments. Evaluate employees based on various parameters including attendance, leadership, self-expression, responsibility, integrity, etc.



Modern Performance Appraisal Methods

- Modern performance appraisal methods include:
- **Management by objectives** - Work with employees to set goals and performance standards. Compare the goals achieved for the given period to the goals originally agreed upon. Take steps to improve employee performance and conduct reviews periodically.
- **Assessment centre method** - Measure the organisational, interpersonal and planning ability of employees. This helps determine the training and developmental needs of your staff.
- **Behaviour anchored rating scales (BARS)** Use qualitative and quantitative data to rate employees. The process compares their performance with a similar numerical rated behaviour.



What Is An Appraisal Form?

- An appraisal form is a tool you can use to assess employee performance. Having a company appraisal form will mean you can evaluate the contributions and achievements of staff within a certain timeframe.
- If your form is well structured, it will highlight career development opportunities as well as areas to improve. This means you can base promotions on results and plan staff advancement within your teams.



Appraisal Form Examples

Self-appraisal form

You can use this type of form on its own, or in conjunction with a regular appraisal form. Ask questions, such as:

What are your main accomplishments this year?
Which parts of your job do you do best, and which do you struggle with?
The self-appraisal form gives the employee the opportunity to raise concerns and self-evaluate. In doing so, they might highlight issues you weren't even aware of.

Appraisal form for a potential promotion

In this document, you're really looking for applicability to a new role. As such, you should ask questions such as:

Will they need further training?
Do they have the appropriate experience?
Remember, the appraisal itself isn't the decision, but an information-gathering exercise. Ask all of the questions you feel are relevant to the senior role.



How To Use Your Employee Appraisal Form

Of course, having a form is just one part of the appraisal. We would advise conducting a meeting with the employee to discuss achievements, concerns, and future development. Together, it may be worth using a rating rubric. A common rating system is the 5-point rating scale:

- 1 = Poor (consistently fails to meet expectations)
- 2 = Fair (frequently fails to meet expectations)
- 3 = Good (usually meets expectations)
- 4 = Very Good (frequently surpasses expectations)
- 5 = Excellent (consistently surpasses expectations)



What not to do during appraisals

- Dwell on mistakes
- Get drawn into an argument
- Focus on the negatives
- Treat it as a tick box exercise
- Not a means to achieve “quiet firing”



Summary

- Appraisals are a useful tool for employers to understand the skills and capabilities of their workforce
- They can be utilised not only to improve performance within the business, but also to reach specific business goals
- Having a process of regular appraisals can keep employees motivated and engaged
- They can also assist with talent mapping and succession planning



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Thank you!

Any questions

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