

Staff appraisals – Developing the organisation and the individual

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Step 1: Organise

Organising staff appraisals is a management responsibility which means that there are a number of activities to plan before the implementation of the appraisals. The aim is to create favourable conditions for the staff appraisals and the following should be discussed within the department/division/unit:

- Timetable
 - The staff appraisal is to be held with all employees at least once per year.
 - Set up a joint timetable for the department/division/unit well in advance of the budget work.
- Establish which manager will hold a staff appraisal with which employee/s.
 - Discuss authority and resources if the staff appraisals are delegated, as well as the consequences of this.
- Training/support for those who are to conduct the appraisals.
- Specific issues that are important to the department/division/unit can be raised at workplace meetings for example, and should be highlighted in all staff appraisals.
- How the follow-up of the staff appraisals of the whole organisation is to be done.
 - Measures for joint plans, for example in systematic work environment management and joint further professional development activities.
- Agree on how employees who are on sick leave, parental leave or other authorised leave of absence are to be offered a staff appraisal.

Step 2: Prepare

Both the manager and the employee are responsible for preparing the staff appraisal, with the aim of achieving high quality in the appraisal itself.

MANAGER'S RESPONSIBILITY:

- To inform employees about the appraisals in good time, for example at a workplace meeting, providing a timetable and the issues to be covered. Focus on issues that you as a manager or leader consider to be priorities. Ask the employees for suggestions and inform the managers in advance of other issues that the employees see as important for the appraisals.
- Book a time and a neutral venue for the appraisals and set aside sufficient time for each appraisal.
- Follow up the goals of the previous year and the professional development plans in order to be able to provide feedback to each employee on the results of the previous year's staff appraisal.
- Think about which goals are important for the year ahead, both for each individual employee and for the entire organisation.
- Think about what kind of professional development could be suitable for each employee in the year ahead due to, for example, new or changed work duties and increased responsibility.
- Where necessary, gather information from other principals such as project managers and research supervisors in order to get a holistic picture of the employee's duties and work situation.

EMPLOYEE'S RESPONSIBILITY:

- Follow up the previous year's appraisal and go through the goals and professional development plans that were established on that occasion.
- Prepare a description of your work situation.
- Prepare your own goals and duties and identify needs for concrete activities and development in order to achieve the goals and be able to carry out the duties.

DOCUMENTATION OF THE STAFF APPRAISAL

On the basis of the completed staff appraisal, the individual goals are to be established and a professional development plan is to be drawn up (see appendices 1 and 2). These will form the basis for the next staff appraisal. The appraisal is to be documented to facilitate follow-up and to clarify what the manager and the employee agreed upon. In case of a change of manager, the document is helpful to avoid misunderstandings regarding the employee's goals and development.

Remember that the documentation from a staff appraisal is to be considered as an official document and sensitive information is not to be recorded here. If sensitive information emerges in a staff appraisal, it is to be documented in a form other than the attached templates for staff appraisals (see appendices 1 and 2). It is appropriate to deal with issues of a private nature, rehabilitation issues, negligence etc. in a separate discussion with the employee; the documentation is then produced in a way more suited to that purpose, for example in an agreement on tests, a written reprimand, etc. In case of uncertainty, please contact the human resources manager at your faculty.

Both the manager and the employee sign the document as a confirmation that both acknowledge what has been discussed and agreed.

ON INDIVIDUAL GOALS (APPENDIX 1)

The organisation's goals are broken down and provide a basis for the goals of the individual. It is good to have had a previous discussion of organisational goals in the working group and for the employees to be familiar with the organisation's planning. The goals are to be concrete and possible to implement and follow up.

ON THE PROFESSIONAL DEVELOPMENT PLAN (APPENDIX 2)

Skills

- Consist of knowledge, ability and willingness to act.
- Are formed in the interplay between different individuals and their values.
- Are further developed through personal reflection, experience and enthusiasm for learning.

In a broad sense, skills can be defined as the ability to manage the various demands that are made in a particular situation in a given organisation. Your skills are developed when you are driven by curiosity, a feeling that the task is meaningful and the motivation to learn. Professional development goals can refer both to the skills that are needed to carry out the work duties that the employee has, and to the professional development that enables the employee to aim for career development.

Step 4: Follow up

Identify whether any common issues have arisen that should be raised with the department/division/unit and should result in measures for the whole organisation.

A follow-up of agreed activities should be done in a continuous manner during the year as this is a part of the strategic skills plan, and also to check that the development is proceeding according to the established plan. Both the manager and the employee are responsible for implementing the activities described in the plan from the staff appraisal. Plan and implement common work environment measures according to the development plan for systematic work environment management.

VIEWS ON THE APPRAISAL

The manager and the employee are to evaluate the appraisal together. This can usefully be done at the following appraisal as time is often needed to reflect before evaluating. The aim is to develop and improve the form and implementation of the staff appraisals.

- Evaluate the aim and content and provide suggestions for improvements.
- Organisation of the staff appraisals for the unit/division/department.

Individual goals

GOALS	COMMENTS	WHEN	PERSON RESPONSIBLE	FOLLOW-UP

This plan is to be followed up at the next staff appraisal and salary review.

Date _____

Employee _____

Manager _____

Professional development plan – short-term

Make a note of the development needs and the proposed measures that you identified during the appraisal and that you agreed upon. Clarify how this document will be kept for the next appraisal.

WHAT IS TO BE DEVELOPED? IN THE SHORT TERM (1 YEAR)	HOW IS THIS TO HAPPEN?	WHEN	PERSON RESPONSIBLE	FOLLOW-UP
GOAL OF THE DEVELOPMENT				

Continued on next page!

Professional development plan – long term

Make a note of the development needs and proposed measures that you identified during the appraisal and that you agreed upon. Clarify how this document is to be filed until the next appraisal.

WHAT IS TO BE DEVELOPED? IN THE LONG TERM (3 YEARS)	HOW IS THIS TO HAPPEN?	WHEN	PERSON RESPONSIBLE	FOLLOW-UP

GOAL OF THE DEVELOPMENT

This plan is to be followed up at the next staff appraisal.

Date _____

Employee _____

Manager _____

