

Appraisal Discussion Framework

This discussion framework follows a similar format to the questions/topics considered during preparation for the discussion (Appendix 2). It is intended as a framework and should be used as a starting point or a reference if discussions get 'stuck'. Whilst the participants in the discussion should ensure that all the topics covered in the framework are included during the discussion it is not essential that this is done in either the order or the format given in the framework.

It is probably best if the manager initiates the discussion by checking understanding of the appraisal system and the purpose of the discussion (a general 'easing' and 'making comfortable' into the discussion). It must be remembered no participant should dominate - this is a discussion with viewpoints that should be carefully listened to and considered. It is not an interview in the question and answer style; it is an opportunity for honest and constructive dialogue, using joint reflection on performance and progress to agree objectives, priorities and actions for the future.

Sometimes contentious issues will need to be discussed. Issues must be faced objectively and honestly and participants must be prepared to listen and consider the other's point of view. In this way problems can be minimised and managed and solutions found to which both parties will be committed.

General

- What are the key/critical responsibilities of the job?
- Are there regular opportunities to discuss work progress?

1. Performance

- What have been the main achievements/things to be proud of during the appraisal period?
- How well have the key / critical duties / responsibilities taken from the job description been undertaken to the required standard?
- Have previously agreed targets / objectives been met?
- Which areas of work could be improved? Why do they need to be improved? How could this be achieved?
- Are there any "blocks" or "brakes" which hamper performance?
- Does the post holder have skills which are not being recognised / used to maximum potential?

2. Culture, Communications and Relationships

- Does the style of work colleagues – including managers - affect work performance and relationships?
- Is it made clear what is expected of individuals when they are given / requested to undertake work?
- Is information about issues affecting the organisation made available in a timely an appropriate manner?
- Is individual development and improvement in personal performance encouraged?
- Are individual efforts and contributions are encouraged, recognised and appreciated?
- Can problems be discussed, with an appropriate person, without causing undue concern?
- Are all members of the organisation treated with respect and fairness?
- Are there any "blocks" or "brakes" which affect relationships?

- Consider the feedback on the 360' forms together with the appraisal participants' assessment for each component.
3. **Priorities and Objectives for the next reporting period** (NB these should reflect the priorities and objectives of the organisation)
 - What should the priorities be for the next reporting period and why?
 - What are the targets / objectives for the next reporting period - & to what standard?
 4. **Training and Development Needs**
 - What training and development is needed to achieve maximum effectiveness with the current job role?
 - What training and development may assist to achieve future aspirations?
 5. **Anything else**

Use this for anything you wish to discuss which has not been covered elsewhere in the guide. The following phrases may assist: dealing with others; decision making; problem solving; time management.