

Template – Job performance appraisal

When you conduct performance appraisals with individual employees, it is imperative to have a form to record their progress along with their goals for the future. That way you can track their progress from one appraisal meeting to the next. We've provided a sample appraisal form here. You could modify it to match the headings in your employee's job description.

PRIVATE AND CONFIDENTIAL

EMPLOYEE'S DETAILS

Name

Position

Years/months employed in this position

Date of this review

Date of next review

Reviewer (name and position title)

PROGRESS TOWARDS GOALS IDENTIFIED IN LAST PERFORMANCE REVIEW (IF APPLICABLE)

Goal	Action taken	Completed?	Comments
e.g. Obtain forklift licence	Enrolled in course	No	Became sick during course. Theory completed, practical exam will be taken in November.
Build new shelves in storeroom	Designed shelves, bought materials and assisted with construction	Yes	New shelves are great, finished well under budget.

EMPLOYEE COMMENTS AND OPPORTUNITY TO EVALUATE OWN PERFORMANCE

e.g. The cash drawer tends to slam shut unexpectedly, therefore I become nervous while using it. I'd be more comfortable if this problem was fixed ...

REVIEW THE MAJOR SKILLS REQUIRED TO FULFIL THIS POSITION'S DUTIES

Check the relevant boxes to indicate the employee's performance in each area. If additional tasks have been performed, ensure these are added here and also to the employee's job description if required.

Task description (taken from job description)	N/A	Poor	Satisfactory	Good	Excellent	Comments
e.g. Customer service – help customers				X		
Maintain stock levels					X	
Accept payment		X				Cash drawer often does not reconcile

Template – Job performance appraisal continued

GENERAL COMMENTS ABOUT THE EMPLOYEE'S PERFORMANCE

e.g.

Jane is well-presented, popular with other staff members and liked by customers. She tends to become flustered when using the cash register and, as a result, her cash drawer is often difficult to reconcile.

ACTION PLAN - GOALS FOR NEXT REVIEW PERIOD

Goal	Action required	Date for completion
e.g. <i>Complete forklift operator's course</i>	<i>Complete practical exam</i>	<i>November 2008</i>
<i>Improve cash handling skills so that cash drawer can be reconciled at least 80% of the time</i>	<i>Work with the payroll department for one week.</i>	<i>Improvement expected within one month of this review</i>

ADDITIONAL INFORMATION ABOUT THE ACTION PLAN OR GOALS FOR NEXT REVIEW PERIOD

ACKNOWLEDGEMENT OF PERFORMING APPRAISAL

Reviewer's signature

Employee's signature

Signatures indicate that everyone who participated in this review agreed that information and comments written here were true and correct.

Template – Employee exit checklist

When an employee leaves your business it's useful to have a process to follow. You might write a list of tasks like the ones below and include these in your business processes.

Tick when complete	Tasks
<input type="checkbox"/>	Arrange for the person to do a formal handover to someone within the business or to write procedures explaining any complicated parts of their job.
<input type="checkbox"/>	Conduct an exit interview – store this information in the employee's personal file.
<input type="checkbox"/>	File their personal file in a secure location, separately from files of current employees.
<input type="checkbox"/>	Collect their keys, security passes, name badges and business identification.
<input type="checkbox"/>	Collect their uniform if the business owns it.
<input type="checkbox"/>	Collect any tools, electronic devices or other business property they have.
<input type="checkbox"/>	Ask them to clean out their desk.
<input type="checkbox"/>	Delete their computer access and remove all personal files and settings from their workstation.
<input type="checkbox"/>	Remind the person of any confidentiality clauses they might have signed.
<input type="checkbox"/>	If they have been a good employee, encourage them to keep in touch and issue a statement of service (you may consider giving them a verbal reference).

Fact sheet – Formal methods of performance management

There are a number of methods you can use to manage performance. Smaller businesses might find it useful to consider the SMART principle (Specific, Measurable, Attainable, Realistic and Time-based) in developing performance management systems. Here is some information on a number of formal methods of performance management that may be used by small business.

Process	What is it?	Best used ...
Management by objectives (MBO)	A collaborative method, the MBO defines goals and future targets by consultation. Future tasks, behaviour and productivity, for example, are discussed and a SMART plan is created so that both the manager and staff member are aware of what needs to be achieved, to what standard and by when.	Where people are results driven. Where the business uses formal processes to manage performance and where outcomes can be measured accurately.
360-degree appraisal (recognised best practice)	Often used for managers and supervisors, this method gathers feedback from different parties to give an all-round picture of performance. It can give a valuable insight into how the person's work and behaviour is seen by a range of other business stakeholders, not just by the manager. While the principles of this method are very useful, it can be administratively overwhelming for small businesses. If this method would be useful for your business, consider taking the principles and implementing a less formal 360-degree process where informal feedback can be used.	Where time, effort and funding is available. Where it is important to get several perspectives on a person's performance, for example in customer service roles or where the person works across teams.
Self assessment	Just as the name suggests, the individual assesses their own performance to set criteria. This is a good method for identifying where the business's opinion of performance and the individual's opinion are different.	Where there is an interview-style performance management process.
Competency based assessments	Components of competency (skills and abilities) are assessed in this method. Competency can be harder to define in jobs with a high level of ambiguity or where outcomes are not clearly identifiable, such as managing relationships with staff or customers.	Where skills and abilities can be readily identified and quantified. Where there are task-orientated jobs with little or no ambiguity or decision-making responsibility.

Template – Ways to motivate and reward your employees

Work out the things that motivate your employees and decide how to incorporate these into your business. For your 'star performers' you might consider making a note of possible motivators in their personal file to help when you do their performance appraisal.

Here is a template to help you to identify some things that might motivate your employees, and to work out ways to include these things in your business to keep these people happy.

Motives: what makes them tick	What this might look like in the workplace	Who is like this within your business?	What you can do to motivate employees
Achievement, meaningful work and the work itself Promotion/self development	Turns up for work early and stays late. Really gets into projects and/or apparently enjoys their work Goes above and beyond what is required to do the job. Seeks recognition of performance and contribution and asks for feedback. Likes learning new things. Enjoys training. Looks for promotional opportunities.		Allow them to continue to do the work they enjoy. Often when people are promoted they find that it's not as enjoyable as their old job, so they leave. Do not assume that all staff are looking for promotional opportunities. Find out what it is they like about their job and give them more of it. Set up regular feedback sessions or a more formal employee recognition scheme. Offer training opportunities either on or off the job. Allow them to learn other roles within the organisation. Groom them for promotion where possible.
Power/responsibility	Likes being in charge and is good at it. Takes on extra jobs. Likes working on projects. Likes to have their input heard and acted upon. Has an opinion and likes to share it.		Give them projects to manage in addition to their own work. Reward them for achieving productivity gains. Allow them to manage a small team of co-workers. Ask for their input on projects where they can make a visible contribution.
Affiliation/peer approval	Wants to work in a team. Likes social interaction during work. Likes getting a pat on the back from co-workers and managers. Enjoys being popular at work. Avoids conflict and may be too accommodating at times.		Create opportunities for teamwork. Encourage a social element in the workplace. Introduce and support team awards for achievement. Give open feedback that is supported by their peers (e.g. employee of the month awards). Protect from negative conflict where possible and ensure they are not taken advantage of.

Checklist – Motivate, Manage and Reward

Tick when complete	Tasks	Templates provided
<input type="checkbox"/>	Set up a performance management system, including appraisals, and ensure both the employer and the employees have training or attend information sessions.	
<input type="checkbox"/>	Consider what motivates and what would be seen as a reward by your employees and decide how to incorporate these into your business.	Yes
<input type="checkbox"/>	Consult with employees and/or teams to establish performance management goals.	
<input type="checkbox"/>	Conduct a performance management appraisal for each employee.	Yes
<input type="checkbox"/>	Evaluate employees' remuneration to see if it is in line with that of your competitors and government regulations.	
<input type="checkbox"/>	If an employee leaves, carry out an 'employee exit' using the employee exit checklist.	Yes