

24a

Appraisal interviews

TOWER HOLDINGS - Doing business locally in 100 countries



TOWER Holdings plc

INTERNAL MEMO

To: All department heads
 From: Eric Hanson, Director of Human Resources
 Date: 12 May
 Re: Appraisal interviews

May I remind everyone that the time for staff appraisals is once again upon us? As usual, every employee in the company will have an appraisal interview with his or her manager. This time we will be beginning appraisals with people in category X1 - project managers. I am sure you all remember the objectives of this exercise:

- to review the progress made over the last year
- to identify any problems individuals are having
- to set targets for next year
- to resolve conflicts
- to improve motivation.

I do not need to tell you how important it is to approach these interviews positively. We are trying to help people achieve more, not simply criticising them for their failings.

Good luck,



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APPRAISAL FORM

NAME

DEPARTMENT

JOB TITLE

Strong and weak points

Specific problems and progress in the last six months

Areas for development

Working with others

Feelings about the company, suggestions

Future in the company/department

Special needs and requests

24b

Appraisal interviews

Role cards



Strong points: hard working, good productivity figures
Weak points: your planning is sometimes too optimistic
Specific problems: none in this six-month period
Progress: you are better at delegating work than before
Areas for development: improve planning
Working with others: not good, sometimes you are impatient with subordinates and too critical
Feelings about the company: mainly positive
Suggestions: you suggest starting a sports club for all employees
Future: you would like to go into general management
Special needs & requests: you would like more training on financial management and planning

Strong points: good technical knowledge, high quality work
Weak points: perfectionism – and low productivity
Specific problems: project Y65 was late and over budget
Progress: you are better at planning projects than before
Areas for development: continue to improve planning
Working with others: excellent
Feelings about the company: mixed
Suggestions: none
Future: you are thinking of working freelance as a consultant
Special needs & requests: none

Strong points: motivating, good communicator, good team leader
Weak points: technical knowledge could be better
Specific problems: none
Progress: your cost control is better than before
Areas for development: try to update your technical knowledge
Working with others: excellent
Feelings about the company: very positive
Suggestions: you suggest that the company opens a fitness centre for all employees
Future: you would like to go into general management
Special needs and requests: technical training courses

Strong points: good relations with clients, good productivity
Weak points: team management could be better
Specific problems: several arguments with second-in-command and with senior project manager
Progress: your management of your own time has improved a lot
Areas for development: relations with your team
Working with others: poor
Feelings about the company: positive
Suggestions: you suggest individual productivity bonuses for project managers
Future: you would like to become a senior project manager
Special needs and requests: training to improve ability to work with others

Strong points: creative, hard working
Weak points: self discipline – you take on too many projects at the same time
Specific problems: needed extra staff to finish project T89
Progress: you have improved your relations with clients
Areas for development: time management
Working with others: fine
Feelings about the company: positive
Suggestions: you suggest introducing flexitime for administrative staff
Future: would like to manage projects in other countries
Special needs and requests: language training, time management course

Strong points: reliable, conscientious
Weak points: could be more flexible
Specific problems: none
Progress: better at planning than before
Areas for development: take a more creative approach to problems
Working with others: fine
Feelings about the company: mixed
Suggestions: none
Future: would like to move to head office
Special needs and requests: 3 months' unpaid time off to spend with family at the end of the current project

Strong points: calm, self confident
Weak points: could be more creative in finding solutions, can be too dominant sometimes
Specific problems: none
Progress: good progress in all directions
Areas for development: taking advice from others
Working with others: excellent
Feelings about the company: very positive
Suggestions: more training for new employees
Future: would like to go into general management
Special needs and requests: financial training

Strong points: sociable, sensitive to other people
Weak points: sometimes indecisive at key moments
Specific problems: project N31 was over budget
Progress: better at dealing with criticism from subordinates
Areas for development: managing the team
Working with others: excellent
Feelings about the company: positive
Suggestions: more social activities for employees
Future: would like to become a senior project manager
Special needs and requests: none

Teacher's Notes

Appraisal interviews

Worksheets

24a

and

24b

ACTIVITY

Pairwork and groupwork: writing, speaking

AIM

To discuss appraisal interviews.

GRAMMAR AND FUNCTIONS

Reported questions

VOCABULARY

appraisal interview, memo, human resources, objective, to set targets, to resolve conflicts, to gather information, motivation, to achieve, project manager, hard-working, delegate, subordinates, financial management, technical knowledge, productivity, freelance, consultant, communicator, team leader, cost control, general management, second in command, bonus, flexitime, administrative staff, time off, unpaid, over budget

PREPARATION

Make one copy of Worksheet 24a for each student in the class to use in Part 1. Make one copy of Worksheet 24b and cut it up as indicated so as to have one role card for each student to use in Part 2. If you have more than eight students in the class, make extra copies.

TIME

30–40 minutes

PROCEDURE

PART 1

- 1 Tell the students that they are going to talk about appraisal interviews – check they know the meaning of the term. Ask what the policy on appraisal interviews is in their companies.
- 2 Give out Worksheet 24a. Ask the students to read the memo. Encourage them to help each other with vocabulary and to use dictionaries. Circulate, helping with any problems.
- 3 Ask the students to work in pairs.
- 4 Ask the students to work from the appraisal form and write ten questions they could ask if they were running appraisal interviews. Circulate, helping with grammar.
- 5 When most pairs have got ten questions, regroup the students into new pairs.
- 6 Ask the students in each new pair to read their questions to each other and to put them into reported speech. Put this example on the board:

QUESTION	<i>'Have you had any specific problems this year?'</i>
REPORTED QUESTION	<i>I asked her if she had had any specific problems this year.</i>

PART 2

- 7 Set the scene: the students are all project managers at *Tower Holdings*. They have just had their appraisal interviews. They are in the canteen.
- 8 Give each student a role card and allow five minutes for reading. The role cards tell them what was said in their appraisal interviews.
- 9 Ask the students to work in small groups or pairs.
- 10 Students act out the conversations.

FOLLOW-UP 1

Ask the students to look at the different role cards and decide if any of the people remind them of colleagues or other people they know.

FOLLOW-UP 2

Ask the students to imagine that they are their bosses and to write short reports about themselves (150 words). Encourage them to be positive.