

PERFORMANCE EVALUATION POLICY

1. Introduction

Performance appraisal is essentially the process of reviewing individual staff performance and skill levels during an appraisal period. The objective is to know individual staff strengths and areas for improvement so as to address the latter.

The company believes that the process of evaluating employee performance is an invaluable way to improve the effectiveness of the hotel by enabling every employee to achieve their maximum potential.

It is the policy of the Company that performance appraisals will be carried out on every member of staff at least twice in the year, at scheduled times within the first and third quarters.

HOD's are required to complete the Standard Performance Evaluation Form (refer to Appraisal Form below) to report on an employee's performance against set objectives and established standards for the position.

Although the formal appraisal process will take place twice in a year, HODs are encouraged to conduct periodic appraisals with their staff to discuss, if necessary the following:

- a. Keep employees informed as to how they are performing
- b. Identify and make an effort to correct any problems
- c. Commend good work
- d. Adjust any work procedures or objectives when tasks or departmental objectives change
- e. Document employee performance or otherwise.

All appraisals must be discussed with the employee who will also be required to sign the completed appraisal form.

The purpose of this policy is to provide a step-by-step guide to its application to enable appraisees understand and participate effectively in the process.

2.0 Preparing for the Review Meeting

An appraisee will be given about a week's notice that the review meeting is going to take place and should prepare for the review as such.

The preparation will help to focus the discussion to ensure that the appraisee gets the most out of the meeting. Appraisees should remember that, this is their review and so should make the most of it and prepare for what they want to say.

The review will focus on the quarter / period under review so the appraisee should remember anything that has happened that may be important to the discussion, better still s/he should make notes. Then s/he should think of the things they would develop over the coming period so they have a clear idea of what they want. In other words, they should try to prepare their own agenda for the meeting on the things they want to discuss.

3.0 The Appraisal Interview

Normally the appraiser follows the order of the appraisal form to structure the discussion.

Generally, there are three elements; first is the element in which discussion takes place about performance during the period against key job objectives previously agreed with your appraiser.

The second is the element in which discussion takes place over the appraisee's strengths and areas which s/he may need to develop further which they have displayed over the appraisal period.

Third is the element concerned with discussion about the training and development activities that are considered to be appropriate to help the appraisee develop in the areas discussed in the second part and also those activities that are deemed appropriate to build upon the current strengths.

4.0 Getting Yourself into the Right Frame of Mind

Some people get very apprehensive or anxious about review interviews, this is understandable, especially when you know it is your strengths and areas for development that are to be discussed. Whilst most of us do not mind discussing our own strengths with someone else, somehow, we do not feel so easy talking about the areas in which we need to improve. All the same there is no reason to be anxious; most staff are competent in their jobs and are already doing well.

There are four main reasons why an appraisee should be able to approach his/her review in a positive manner. The appraisee should:

- Expect the meeting to be objective and productive.
- Have done his/her own preparation
- Have some purpose of his/her own to achieve.
- Accept that the purpose of the meeting is to try to help the appraisee to develop.

5.0 During the Appraisal Interview

Your appraiser will have his/her own agenda for structuring the meeting and your own agenda will have to mesh with his/hers. The art of effective communication is to be first and foremost an effective listener. Only by listening effectively can you respond in a way that you get your point over clearly. You should listen to any comments or questions put to you and do not be afraid of any unexpected and perhaps embarrassing silences. Keep the following points in mind:

- If something is unclear ask your appraiser to clarify what s/he means
- If the appraiser does not give you a chance to express your views, ask pleasantly and use your notes as a reminder
- Play it straight and be assured without becoming defensive or aggressive

- Show a willingness to learn

Most importantly be ready to admit mistakes and areas in which you feel you are weak. It is only by being open and honest, can your appraiser know exactly what needs to be done to help you develop, and remember that this the whole purpose of the appraisal. Bear in mind at all times, we all have our different strengths and weaknesses, but keeping weakness a secret will only mean they stay that way.

The success of the review relies on an understanding that it is in the right direction to admit mistakes and weaknesses, and indeed most appraisers will regard that being confident enough to admit a weakness is actually a major strength of character.

Dealing with Criticism

At times, there may be a need for your appraiser to offer you some constructive criticism on your work performance. Here are some points to bear in mind when facing such comments:

- Listen as coolly as you can – without interruption.
- Establish what exactly is being criticized
- Try to be objective – is this a criticism, which is legitimate?
- If you think the criticism is unjust or ill founded, do not just deny it; think of examples where it was not the case.
- Do not attack your appraiser or suggest that s/he is prejudiced. Stay calm and keep your wits about you
- Do not offer excuses or suggest that it does not matter, but explain the circumstances
- Ask the appraiser what s/he believes you should do and what can be done about it.

Bear in mind that it is just as uncomfortable for your appraiser to have to bring these issues up, and remember the review is also about providing an opportunity for you and your appraiser to talk together about problems and issues and try to find mutually acceptable solutions.

6.0 The Appeal Process

If in any case an appraisee disagrees with his/her appraiser over aspects of an appraisal and they cannot reconcile their disagreement, the appraisee could appeal to the HRM for a solution. That failing, the appraisee should petition the GM as a last resort. The decision of the GM shall be final.

7.0 Explanations for Performance Rating Scheme

Excellent Performance

The individual has exceeded expected performance criteria by a wide margin in all key result areas.

Satisfactory

The individual has exceeded performance criteria in most key result areas and has not produced any less than satisfactory results

Average

The individual has either achieved the expected performance criteria in all key areas or, has exceeded performance in one critical area with the result that a lesser priority area is underachieved.

Below Average

The individual has not achieved the expected performance criteria in all critical areas.

Unsatisfactory Performance

The individual has underachieved in a number of key result areas.